

Sales Management

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Selling the Man Higher Up

Going Over a Buyer's Head is Dangerous and May Prove Disastrous; There are Times When it is the Only Way to Save the Day

By Eugene Whitmore

THERE is a saying among salesmen that the bigger the man the easier the call. The head of a successful business is open-minded. He has a broad vision. He grasps the vital points quickly. He is adept at weighing evidence for and against a proposition. And best of all he decides quickly. If your proposition is right, you can get your order on the spot, without any hemming or hawing. But—and here is the rub—it is often more difficult to get in to see the man of big business than it is to sell him after you get in!

Now, it is all very well to argue that this should not be so, and to contend that no man is so big that he cannot afford to see a salesman. But a man has just so many hours a day to give to his work. Even though he wanted to see every salesman who called on him, time would not permit it. He must do many other things besides seeing salesmen if he is to remain a big business man, so he sets up some kind of machinery for separating the grain from the chaff—in other words machinery to keep out the salesmen who have no message of real importance. Getting by this outer wall, and getting in to see the big man himself sounds simple, yet it has proved the undoing of more than one salesman and is an ever-present problem of sales managers who are alive to the real troubles of their salesmen.

Everybody Is Easy for Somebody

In New York there is a salesman who enjoys a reputation for getting in to see big men. He says, "The most inaccessible man in New York or Chicago is easy for someone to see. Someone has at all times the freedom of his office. It may be his secretary, a personal friend, or some other salesman, who walks right past the various functionaries who guard his office. Find that person, and you've found a point of contact that will often lead to an interview if you really have a legitimate reason for seeing him."

This salesman now devotes practically all of his time to selling these big men

that other salesmen have failed to reach. He recently tried for several months to get in to see the president of a large woodenware manufacturing company. Time and again he received word that the president was not interested in his proposition. One Saturday afternoon he dropped into an obscure billiard room for a box of matches. To his surprise he found the president of this company there playing billiards with another man he failed to recognize.

Taking a seat near the players he waited until he saw one of the attaches of the billiard room speak rather familiarly to one of the men. Later he learned from the billiard room attendant that the man who was playing with the woodenware magnate was a small manufacturer whose plant was in the neighborhood. These men had been cronies for many years. Every Saturday afternoon they played billiards together.

He Found a Point of Contact

The salesman decided to sell the small man first. He found the small man very human, and easily sold. After he had made the sale he casually mentioned that he had been trying to sell this woodenware manufacturer for several months and had found him very inaccessible. The salesman let a hint or two fall that would lead the small manufacturer to believe that he thought the woodenware man rather narrow-minded.

This tack brought the expected results. The small manufacturer vigorously defended his friend. He claimed that he was the biggest hearted man in Chicago, and that people misjudged him simply because he was too busy to see every salesman who called. As the conversation proceeded the salesman let it be known that he was skeptical about the alleged good-heartedness of the woodenware man. Finally it was agreed that the salesman would be given an opportunity to present his proposition. The small manufacturer said that he would mention his product to his friend and arrange for an introduction.

The small manufacturer mentioned using the salesman's device. Having found it profitable, he could honestly recommend the product, so he suggested that his friend look into the matter. Next day he called the salesman on the wire and suggested that he try to see the president again. This time the salesman was successful. He made an appointment, was ushered in to see the president, who, during the interview, called in the purchasing agent, and gave him authority to buy.

The salesman had previously called on the purchasing agent and gained his good-will by assuring the purchasing agent that his call on the president was not in any way prompted by a desire to go over his head.

Every salesman who worked out of the Chicago office of a specialty concern had called upon, and unsuccessfully tried to reach the treasurer of one of the largest oil companies in the country. The purchasing agent was in favor of the product, but unable to buy without the treasurer's consent, and the treasurer refused to listen to any arguments to change.

Longest Way 'Round the Quickest

The Chicago manager of this concern decided to do a little sleuthing. In the course of several calls to this plant he learned that the treasurer's secretary, a woman of rare ability, had the confidence of this man to a remarkable degree. She was entrusted with much of the detail of running the treasurer's office.

The salesman decided to make an effort to show her the advantages of his product. Calling on the purchasing agent he was able to induce him to call this woman into his offices, where she was given a demonstration of the salesman's device. She was very much impressed and promised to obtain a hearing for the salesman with the treasurer.

Several days later the treasurer was writing a personal check for one thousand dollars. The secretary asked permission to show him what might happen

to that check. She altered it just as the salesman had shown her how it might be done. The treasurer was visibly impressed, and suggested that the secretary make out a new check and protect it with the check writer used on all company checks.

After this demonstration it was easy for the secretary to arrange an appointment for the salesman, who was able to secure an order for the checks he was endeavoring to sell. The salesman might have battered away at the door of that treasurer for four more years without results, but by going after him in a roundabout method the order was secured in two calls.

Who's Who Proves Big Help

This salesman has a large file in his desk which he calls his personality file. Here he has hundreds of clippings on big men in business. Magazine articles, newspaper interviews, trade paper news items, club news, and clippings from house organs are indexed under the name of the man referred to. Time after time this salesman is referred to some treasurer, president, or executive of some big concern for final decision regarding the purchase of his line. In many cases he knows enough about the man to be able to talk interestingly to him on the first interview. This man has a number of trade directories, a copy of "Who's Who," and all available editions of biographies which are usually published from time to time in various cities. For instance in a volume, "The Book of Chicago" he finds bits of data about many prospects that enable him to get on a personal basis quickly.

This salesman makes use of his clippings in many ways. Recently a large order for equipment hinged on getting the O. K. of an officer in a certain company. He was unable to get in to see this man, whose interest in the company had enabled him to give an order that no more equipment be bought without his sanction. His office was not in the factory where the equipment was to be used, and it began to look like a hopeless proposition. Looking up this man in one of the books of prominent citizens he found that he was born in Ohio. Consulting the membership list of the Ohio Society in the city where he then lived he found that he was not a member.

Shortly afterwards he ran across the copy of a speech that a well known man had made at the Ohio Society's banquet. He wrote a letter frankly asking for an interview, making it plain that he wanted to interest him in revoking his order about the purchase of additional equipment for the so and so company. In the last paragraph he tactfully mentioned enclosing a copy of the speech given at the Ohio Society, stating that he thought it might be of interest. Next day the salesman received a phone call stating that he could call any morning before ten. On the first call the salesman was able to induce his prospect to agree to a personal visit to the factory in company with the salesman. The inspection led to an order running well into five figures.

Much of the published material about learning a man's hobbies, writing crisp messages on the backs of business cards,

putting up a bluff to get past the attendant on guard, and all that sort of thing is nothing more than fairy tales, born in the minds of imaginative salesmen. Yet there are times when these plans work admirably. Dallas M. Stone, who was at the time District Manager at Pittsburgh for the Square D Company, had been calling for some time on the purchasing agent of a large company. The purchasing agent could not buy, and had refused to give Stone an opportunity to talk to anyone who could buy.

One morning he called, primed for a sensational stunt, if the purchasing agent remained obdurate. When the purchasing agent saw him he walked over to Stone and in a low, sarcastic tone of voice, said, "Haven't I told you three times that we are not interested?"

"All right sir," bellowed Stone in answering, as he straightened up to his full six feet, "if I understand you correctly then, you as purchasing agent for this company are not interested in anything that will save this company \$5000." A room full of clerks and assistants heard Stone's accusation. So did the general manager, whose private office was open and but a few feet distant from where Stone stood. As Stone walked away he saw the general manager poke his head out of his door to see what all the shooting was for. Next day Stone received a call from the purchasing agent requesting him to come back and see the general manager about those switches.

Clever Plans Don't Always Work

Frankly, we have often wished for an opportunity to put into use some of the brilliant and ingenious plans we read about, but somehow it seems that they never fit into the work-a-day problems that arise in our daily selling. Tricks, subterfuges, and all sorts of more or less questionable practices are being discarded by really successful salesmen.

"When a man sends out word that he is too busy to see me," says a Detroit salesman, "I immediately send back word, asking him if I can see him later in the day, or tomorrow morning if it is late in the afternoon. In more than half the cases I obtain a definite appointment. In any case I impress him with the idea that I didn't merely drop in accidentally."

About half the time the salesman will meet up with the problem of calling on a subordinate who frankly admits that he has no buying authority, but promises to take it up with the man who has. Usually he says, "I'll take this up with our committee, and let you know." One salesman has a plan to get in to see the final authority when a subordinate makes this statement. "I've spent the past five years of my life studying our line, and even now I often find that I know very little, surprisingly little about it, yet I've thought of not much else day or night, but this line—don't you think you're taking a big responsibility in trying to explain it to your company after having had but a few minutes in which to learn about it. Why don't you let me go in with you, or meet with your committee. I honestly believe that they will probably ask you questions that you can't answer successfully."

If the man has the interests of his company at heart he will appreciate the logic of this appeal. If he is a "smart aleck" he will probably not try to help you at any rate, so it is just as well that you let him know that you eventually expect to get in to see whoever it is that he must see.

A salesman who had been trying to sell an identification system to a large steel works had been turned down emphatically by the works manager. Investigation showed that the plant superintendent was the man to see. But the salesman was unable to see him. Leaving the plant he saw a pass to the works blowing along the sidewalk. The salesman picked it up and returned to the superintendent's office. When asked for his card he sent in the pass. Back it came, with permission to come in and see the superintendent. "Where did you get that pass?" was the superintendent's first question.

"Found it blowing down the sidewalk," was the answer. "It would never have happened if you required each visitor to display one of these enamelled, consecutively numbered buttons on the lapel of his coat before he entered the works, and to surrender it to the watchman at the gate before he left."

Laying a Sound Foundation

"That's true, but your badges cost too much."

"They do cost more than those passes, but with forged passes labor agitators got into the Acme plant last month and started so much agitation that a strike was called. The cheap badges and identification system cost that company a three weeks' shutdown. Perhaps you'll never have to pay such a terrible price for your cheap passes, but frankly is it worth while to take the chance?"

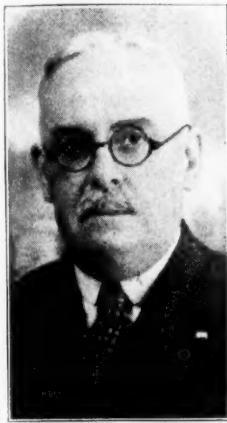
The superintendent called in the works manager. An hour's conference, during which time the salesman proved that he knew something about identification systems, resulted in an order for the salesman. Perhaps it was luck, but it only goes to show that calling—footwork, coupled with brain work is all that is necessary. If the salesman had not been persistent in calling at that plant he would never have found the pass blowing in the wind.

"All the clever schemes in the world to get in to see a big man will not take the place of constant calling. I would rather a man make five calls and lay the foundation for seeing three big men, than to work out one clever scheme to get in to see one big man. For the clever scheme may get him in, but the calls he has made to familiarize himself with the problems to be overcome with reference to selling the other five will not only enable him to eventually get in, but will help him talk intelligently and perhaps close all of them. That is the gist of the whole proposition of getting in to see big men," says a successful advertising salesman who has a reputation for seeing the biggest men in the companies he considers prospects. Before he tries to see the big man, he lays the foundation for a successful canvass by getting the vital facts from the subordinates.

Is There a Better Way to Pay Salesmen?

By George Landis Wilson

As the new year approaches sales managers are casting about for ways to make 1923 a year of greater accomplishment. How about your present plan of compensation? Can it be improved? You may find a suggestion in this article of Mr. Wilson's—a business counselor with many years experience as a salesman and a manager of salesmen.



suggestions based upon varied experience and much observation.

Few sales managers, fewer employers, have made up their minds, exactly, as to the several activities of their representation in the field. Most such employers sum it all up in the general terms, "results," "orders," "sales." All of them have some notions regarding net profits, territory covered, expense accounts, working hours, calls, interviews, reports, prospective business, competition, trend of demand, credits, collections, complaints, adjustments, team play, dealer help, consumer acceptance and good will.

Regular Man Cheaper than Special Man

In certain lines of business, its best interests demand prompt attention to promotional work on propositions in the remote future, engineering service or advice related to technical aspects of the commodity and its uses, co-operation when persons whose approval is required are located outside the territory where the order will be placed, demonstrations, inspections, investigations, attendance at conferences, conventions or exhibits, entertainment of prospects and customers and other activities which use the time of the field man when he might be writing immediate orders. The logical representative is frequently the man nearest the place where the special service is required. It is cheaper to use him than to send a special man from a more or less distant office. Such experience broadens the field man for greater results making sales.

Most chiefs try to take into account all of these collateral elements when measuring the value of a field man to the house. Very nearly none of them has taken the time and trouble to work out any scale by which to measure the success of a field man in these varied activities, other than direct sales, nor to

WHEREVER sales managers foregather some time is used to discuss the failure of men in the field to do what they should, and also the difficulty in convincing them that their pay is equitable. The universality of interest and lack of uniformity in decisions are sufficient excuses for presenting a few

establish any basis of compensation which covers them fairly. There are some who try to keep field men going with a few well chosen kind words, carefully tempered so as not to be construed as financial commitments for the future, nor to serve as possible testimonials if the employe might wish to sell his services elsewhere. Wholehearted congratulation is the exception. Absolute silence is the rule. Field men, as a class, have learned from experience that the final valuation placed upon their services is figured solely from the volume of sales in their territory during the current period last past. It is not strange that men so situated concentrate all of their efforts upon booking orders which score now as dollars to their credit. The chief gives no evidence that he is materially interested in anything else. Wise employees, of all grades, try to do those things which the chief seems most to desire. When time permits, loyal employees try to do some of the collateral or incidental work which may have some bearing upon future results or tends to safeguard accounts already made. When the chief does not seem to care, such efforts are liable to go into the discard.

Bad Features of Straight Commission

The condition of affairs, here pictured, has brought about general application of the method of compensation for field men known as straight commission, in the form of percentage, or fixed sum per unit of sale, sometimes variable to meet variables in articles, quantities, deliveries or terms of payment. Bulk commodities, lines sold to steady repeat customers and highly specialized articles sold direct to consumers are frequently handled in this manner with a considerable degree of success, but the employer is rarely kept informed about conditions in his market and is always likely to be the victim of onslaughts by competitors. He is usually not in a position to meet such conditions promptly and adequately because he is not fully informed until too late. His good sales producers can quickly make other connections that pay just as well and the mediocre men are rapidly starved out. It costs more for special work, in the nature of research after the trouble occurs, than it would have cost to pay fair amounts for prompt, accurate reports from his commission men. These he might have had in time to safeguard his business if he had been willing to pay for them. Reports or advice which you get for nothing are worth just about that much.

Under present conditions many competent and industrious salesmen prefer to work on commission for two reasons.

Usually a maximum cost is set for field selling expense. If salary and expense exceed this set figure the period of tryout on any new man is short. If his results beat this set figure the chief pockets the excess. In any event, since the chief is taking the risk, the net yield to the competent field man will be less than if he takes the risk himself.

A salesman must be an optimist. Few salesmen are successful savers of money for themselves. They all expect every deal to come out right. If every commission salesman would find an honest investment man and send to him twenty or thirty per cent of every remittance, the result would soon be a reserve fund, invested safely at a low rate of interest. A salesman with such a reserve can always pick and choose his jobs at the highest rate of compensation. Unfortunately there are not many such salesmen. The result is the contradiction of so called straight commission "with advance" which, in too many instances, is never repaid. Another result is the location of a lot of good sales producers plodding along in the wrong jobs with salary of forty dollars per week, unable to finance themselves so as to connect with places where they are needed, good for more than one hundred per. Such men could be salvaged for the concerns which need them by the development of a plan that recognizes and pays for all of the useful effort put forth, along lines clearly laid down by the chief.

What One House Has Done

One house with a highly specialized but competitive line, as a result of such planning and differential compensation, in a single year, reduced its selling cost from 16 per cent to 9 per cent and, on a declining market, did materially more business, both in units and dollars, with 17 men than previously with 27. And the men are satisfied. There is no fuss at the end of the year about raises for next year. Every man knows that his income is entirely up to him.

This house pays actual expenses as reported each week, because they wish to have their distribution controlled by themselves and some of it is carried into relatively high cost territories. To keep road expenses within bounds, they offered a cash prize of \$1000.00 to the man who was judged to have kept his expenses for the year at the lowest figure, in view of all surrounding circumstances. Each man was then permitted to use his own judgment without any criticism of the various weekly reports in detail. A comparison showed a reduction of \$3400.00, leaving a profit of \$2400.00 on the prize award of \$1000.00 With a large

Russell H. Strickland Wins Testimonial Letter Plan Contest

More than two hundred sales executives submitted solutions to the problem in the October issue, regarding the best plan to "cash in" on testimonial letters. The plan offered by Russell H. Strickland, an official of the Kewanee Private Utilities Company, was selected as the best, and awarded the prize. Mr. Strickland's letter is printed elsewhere in this issue.

There were so many helpful suggestions advanced in connection with this problem that the publishers of SALES MANAGEMENT had them compiled in the form of a report and a complimentary copy has been sent to each subscriber who sent in an answer. The material, even after digesting, filled forty type-written pages.

The second best answer received was from H. E. Kramer, promotion manager, LaSalle Extension University. The third best was submitted by W. A. McDermid, general sales manager, Autographic Register Company, and the fourth best by J. B. Swartzbaugh, secretary, The Toledo Cooker Company. M. S. Jones, with the Williams Manufacturing Co., and Leslie H. Coloney, general sales manager, The Home Pattern Company both submitted exceptionally good plans.

Prize winners for November will be announced next month

force, it might pay to offer second, third and fourth prizes materially smaller in amount.

Not as an analysis indicative of all conditions, but merely to show how the willingness to pay for service rendered works out, suppose these are the activities recognized for which credit is passed to the salesman's account:

1. For mere presence on the job, a nominal salary at a uniform rate for every man, young or old, new or seasoned.
2. Bonuses for current performance say,
3. For each day actually out on territory.
4. For each card report of call promptly mailed.
5. For each order personally taken—any size—any line.
6. For new customer order personally taken—any size—any line.
7. Bonus for annual sales in territory assigned, direct and indirect, as related to established quotas by lines, which rate might vary for different lines if margin of profit or sales resistance was radically different.
8. On each line as soon as some mark, say 60% or 80% of quota therein is reached.
9. When 100% of quota on any line.
10. When 100% of quotas on all lines.
11. Following one aspect of merit systems, used in railroad operation, set up a conditional credit of perhaps 200 points as a basis for recognizing carefulness, loyalty and industry. Charge demerits by points against this, for example:
12. Violation of instructions.
13. Wrong routings.
14. Bad contracts.
15. Incorrect instructions on order.

16. Bonus for each point remaining at end of year.
17. A system of merit marks can be gradually developed to care for services of a voluntary nature, in the main, which can not readily be given positive valuation like the routine, required work of the field men. These serve as an offset against demerits which reduce the original grant of 200 points. Typical examples of such services are:
18. Report of tested successful method of securing interested attention.
19. Successful method of meeting specific objections from buyers.
20. Successful method of closing some type of order.
21. Method of reducing or eliminating some sort of expense.
22. Constructive suggestion for changing package to please more dealers.
23. New type of prospective buyers found for some line and definitely reported.
24. New use for product reported.
25. Forestalling loss of money because of change in credit standing of debtor.
26. Any unique display of initiative for the benefit of the house.

This list is capable of indefinite expansion. When the information is received and digested it should be promptly reported to the entire field force with any suggestions added by the sales manager. With it should go the name of the originating field man and, if the award of merit marks is large, special attention should be called to them.

With field men of relatively low calibre who lack imagination, it may be better to put this bid for suggestions on a basis of immediate cash award, but such organizations are the exceptions.

27. Each man is given a weekly or monthly drawing account equal to the uniform nominal salary plus one-third of his rate of net earnings during the previous year. This stands as a charge against current accumulation of credits to his account.

The "price list" in an average specialty business will look something like this. Numbers refer to the tabulation of recognized activities just enumerated.

1. \$30 per week (or \$20).
3. \$1 per day.
4. Say 10 cents each.
5. Say 50 cents each.
6. Say \$1 each.
8. One per cent.
9. 1 1/4 per cent.
10. 1 1/2 per cent.
12. 1 to 10 points.
13. 1 to 3 points.
14. 5 to 50 points.
15. 2 to 20 points.
16. \$1 each.
- 18 to 20. 3 to 10 points.
21. 10 to 50 points.
- 22 to 26. 5 points and up.

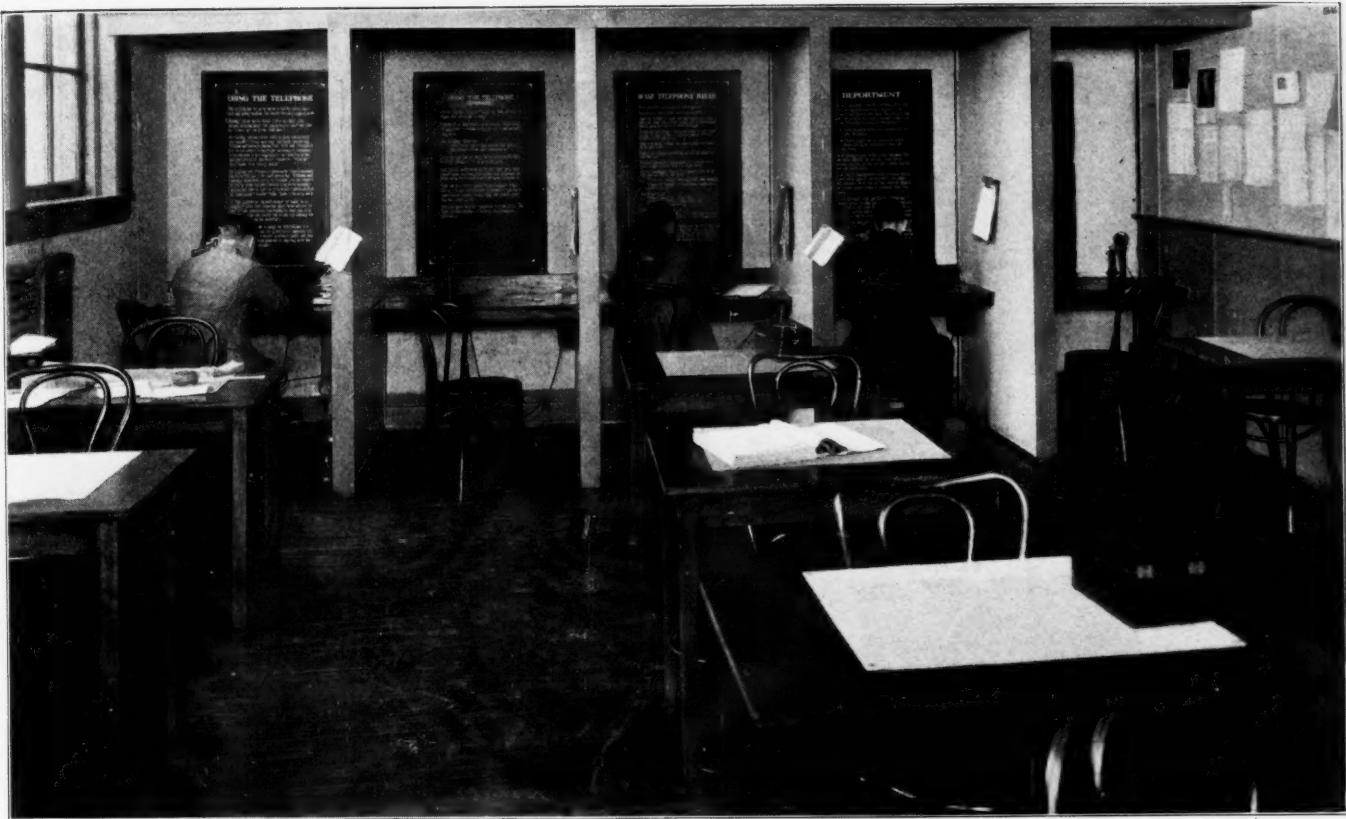
It will be noted that all of the regular credits are reduced to a basis of routine count and clerical work under established rules, so that no element of personal judgment is involved in keeping the records.

The point system of recognizing merits and demerits is set, within moderate limits, so as to secure a reasonable approach to uniformity in its application to different individuals in a large group. The field man knows that he can not lose more than the conditional credit of 200 points, if the worst happens. It is radically different from a system of fines or charge backs for errors.

Under normal circumstances the percentage bonuses will represent an amount which approximates the lump sum payable to the field man at the end of the year. The employer should assume that the maximum bonus will be earned by all and accumulate, in a reserve fund, a sum sufficient to care for it, set aside monthly or semi-monthly. Any balance left after settlements are made will be in the nature of a consolation prize for the chief, contributed by the men who have fallen down. Advances from this fund should be constantly discouraged. Any necessary advances, due to unavoidable personal contingencies, ought to be handled as personal loans, bearing a reasonable rate of interest, and secured by note. Under the plan as outlined the money is not earned until the year is ended.

The items of service demanded from field men, for which payment is to be made, are different in every establishment and in every line of business. Their values to each must be determined from the experience and records in each establishment. A careful analysis is the only means for obtaining the information. The person who makes the analysis must know sales and accounts and costs.

The underlying rule is: "Decide what you want your employee to do, tell him definitely, then pay him well for doing it."



The salesmen are encouraged to use the telephone. Each instrument is partitioned off and each booth has a set of rules for the salesmen to read while waiting for central to find a place for her gun

A Salesman's Model Work Shop

No Over-Stuffed Furniture or Swivel Chairs for These Salesmen

By D. G. Baird

WHEN a new salesman joins the Williams and Hastings organization, distributors in Michigan for Hupmobile motor cars, he is taken to what is called "The Salesman's Work Room," on the second floor above the display room. Here each salesman has his own small desk in which he keeps his papers and note books and on which he keeps his prospect file. Here he reports for roll-call and sales meeting at 8:30 each morning, and here he does all his clerical work and telephoning. This is headquarters.

Bulletins Are Carefully Grouped

At one end of the room is a platform on which is a table. This is the lecture platform where the sales manager and other leaders give their talks to the men. At the back of the platform are large sales-record boards, and at one end of the stage is a multiplex fixture supporting a complete course in Hupmobile salesmanship.

Along the wall on one side of the room is a space three feet wide, devoted to classified bulletins arranged under the headings of Sales Data, Used Cars, Trade News, Commercial Bulletin, Advertising, and Contest.

At the end of the room opposite the

lecture platform are five telephone booths, each provided with a chair and with a shelf wide enough for one to take notes, refer to books, or do other work while carrying on a telephone conversation. Placards in the booths—cards lettered in white against a black background some 24 by 48 inches in size—give instructions on Using the Telephone, House Telephone Rules, and Deportment.

Go back now to the multiplex fixture on the lecture platform. As already stated, this fixture supports a complete course in selling Hupmobiles. The lessons are lettered on large white cards, the size of the leaves of the fixture, and are intended primarily for the instruction of new salesmen, although every man in the organization is expected to be familiar with them. The lessons are also used in sales talks.

Leaves Nothing to Supposition

When a man becomes a member of the sales force, his first duty is to master this course in selling. Some of the contents may be "old stuff," but much of it is original, and, any way, the sales manager in this organization doesn't believe in leaving anything to chance or supposition.

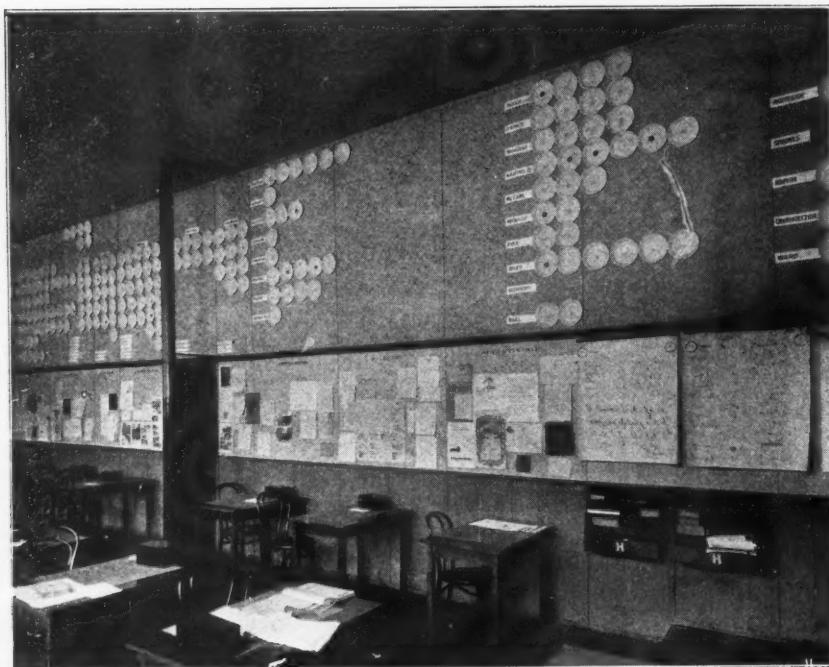
"Your job—my job—" the salesman

learns in the first lesson, "is to sell Hupmobile motor cars. What are the steps in becoming a 106%, two-fisted, trained-in-the-field producer?" As getting prospects is the first step in selling, the text then declares: "We have the product; to whom shall we sell it?" Then follows a list of the sources of prospects.

Telephones Freely Used

Lesson two declares that prospects are "raw sales material" and lists methods of getting sales contact, arousing interest, and creating desire by means of letters, postals, and catalogues and by telephone contact. Great emphasis is placed on using the telephone freely. "The telephone does this," the copy declares: "Saves time, tires, legs, gas, money. Locates the prospect who is interested. Tells you before you start out that your prospect will be in. Keeps you in touch with your owners. Gives you an up-to-the-minute tickler of old prospects, active prospects, possibilities."

Other lessons treat such subjects as "Your Approach, the prospect being in his office;" "Your Approach, the prospect being in the salesroom;" "What Have We to Sell?" "Sales Logic;" "Resale Value;" "Sales Correspondence," and "Postal Card Suggestions."



Even the walls of the work-shop are drafted into service. Above the departmental bulletin boards is a big score board. Every time a salesman sells a car a paper pie-plate is hitched onto his name

His preliminary training completed, the associate salesman is not sent out to canvass for prospects, as is the case in some automobile sales organizations, but is given a list of car owners and is set to work calling these men on the telephone and suggesting that they trade in their old cars on new Hupmobiles. He knows nothing whatever about those whom he calls except their names, addresses, occupations, and the kinds of cars they drive. His object is to arouse sufficient interest to obtain an appointment, and when he does so he makes the call in company with his senior salesman. Those who flatly say "No" he crosses off the list; those who say they are not in the market now but may be interested later, he indicates by filling out a prospect card which he files to come up at the proper time. In case the prospect manifests immediate interest, the salesman asks for an appointment, and in case he and his senior make the sale they divide the commission on the basis of three per cent for the junior and two per cent for the senior.

What the Placards Say

For this telephone work the men use the instruments in the five booths already mentioned. Reference has also been made to the placards in these booths. The instructions given on these cards are interesting and helpful. It should be borne in mind, too, that they are for the regular salesmen who use the telephones, as well as for the juniors.

"Using the Telephone" is the heading of the first message, and the instructions follow:

"The telephone is your most valuable sales asset; not as a selling medium, but strictly for sales contact work."

"A. Calling prospect's office (not prospect personally)—'Good morning. Mr. Smith speaking; Williams and Hastings, Hupmobile. Sorry to trouble you, but I expect to be in your neighborhood tomorrow.'

row morning and would like to call on Mr. Prospect. Would eleven o'clock be convenient?"

"B. Calling Mr. Prospect personally. 'Good morning, Mr. Prospect. This is Mr. Smith speaking; Williams and Hastings, Hupmobile. How is your touring car performing these days? I expect to be in your neighborhood tomorrow morning and would like to stop in for just five minutes to explain to you a proposition which is sure to be of personal interest to you.'" In case the prospect insists on knowing the nature of the proposition, the salesman explains that in view of the present market conditions for used cars, he is in position to make him a very attractive offer for his old car in exchange for a new Hupmobile. It is declared that 90 per cent of new car sales now involve trades for used cars.

Don't Sell Over the Phone

"C. The telephone should always be used for arranging your first personal interview—never to talk to the prospect, but simply to find out whether he will be in. This can usually be done by asking for a subordinate or his secretary."

Other common-sense suggestions as to the length of a telephone conversation, the time to call up a prospect, and what to say and what not to say are also given.

Under House Telephone Rules we find such directions as:

"When you lift the receiver, do it gently."

"When you put it back, do it gently. And be SURE to wait until the other party has hung up. This will avoid cutting off conversation that is often prompted by hesitation or afterthought."

"If you are keeping a party waiting to call some one or to get information, GIVE SERVICE. This means:

"Just a moment, Mr. Brown. We are locating Mr. Smith in the service department."

"Sorry to keep you waiting; we are getting the information."

"Won't it be more convenient for you to leave your number and have Mr. Jones call you right back?"

"Don't forget the value of, 'Thank you, Mr. Brown—I'll be very glad to do that. No trouble at all; glad to be of service to you.'

"Remember that the other party may be on a very busy line where every minute seems like ten, or in a hot, stuffy pay station booth."

"Remember that many times a telephone has been slammed in *your* ear? Treat every 'phone call with the same consideration you do a personal, face-to-face interview."

Under "Deportment" we are told that: "The way you sit in a chair, the way you meet your prospect, the pleasure and interest you show; courtesy in conducting a customer to the stock room, or waiting on an out-of-town customer, all count."

"Don't lounge on fenders, lean against cars, sit on desks or tables. Don't congregate with other salesmen. No salesman should be on the salesfloor unless he has work to do there."

"Don't read newspapers, write personal letters, chew gum, or smoke while on duty. This means in or out of our place of business, or when you come in contact with our trade."

"As a general rule, the 'bacon getter' has plenty to do in the salesmen's workroom. You will find in the top drawer of his desk a prospect system that is up-to-date. At eight in the morning he knows where he is going and why."

"If you knew the number of men who, because of indifference or ignorance, overlook these simple A. B. C.'s of business etiquette and thereby class themselves as second-raters, you would never be guilty. Look about you and see what the other fellow is doing, then give yourself a very careful double 'O'."

Personality Is Given Free Sway

These rules and suggestions may seem very elementary and even unessential for the guidance of grown men engaged in selling motor cars, but, as Stanley E. Comstock, sales manager, points out, the fact is that many salesmen continually violate them. The placards in front of the telephones are constant reminders of the importance of these little things.

"We have no desire to stifle personality, crush originality, or discourage initiative in our men," Mr. Comstock declares, "but we do believe that there are certain fundamental principles that every salesman should know and observe. We have had a good many years of experience in the automobile game and we have learned some things that we think our salesmen will do well to utilize. That is why we have prepared the course in selling, and that is why we posted these suggestions for using the telephone. We don't demand that our men follow these rules and instructions to the letter, but we do demand that they be familiar with them and observe the spirit of them."

"We try to give our men every assistance possible. Take this room, for example. Here the salesmen are off the salesfloor where they can work to the best

(Continued on page 190)

A.N.A. Wrestles With Distribution Costs

The Association of National Advertisers is one of the most alert and aggressive of our advertising associations. It was organized about twelve years ago as The Association of National Advertising Managers, but later its title was broadened. Its annual meetings have always been characterized for their "brass tack" talks and absence of horse play. SALES MANAGEMENT was represented at the Atlantic City gathering by Philip S. Salisbury, vice-president of The Dartnell Corporation and manager of its New York office.

At least one great marketing body is awake to the threat which present excessive selling costs hold over our present system of distribution. At the Atlantic City convention of the Association of National Advertisers on November 22nd, the keynote of lower distribution costs was constantly struck. Such talks as "Are there too many retailers?" "Analyzing distribution costs" and "Selling the consumer direct" punctuated the convention, and sent the delegates home convinced that the time has come when merely talking about high selling costs is not enough—something has to be done and done quickly.

"We are now in the stage of having to sell profits to our retailers, instead of just merchandise or service, and this cannot be done unless we know their costs," is the reason Harry R. Wellman, Professor of Marketing, Amos Tuck School, Dartmouth College, gives for the intense interest manufacturers, particularly national advertisers, must show in helping retailers.

Retail Selling Costs Jump Up

A. W. Shaw told of the work of the Harvard Bureau of Business Research in its investigation into costs of retail distribution. Mr. Shaw quotes the Harvard Bureau as authority for the statement that the cost of doing business in the average retail store has increased on an average of 4% in 1921 over 1919.

In the shoe field (retail) expenses increased from an average of 24% in 1919 to 28.8% in 1921. Seven-tenths of this increase is in the expense of selling, with practically all of the remainder in increased rent.

The Harvard averages show that costs in jewelry stores increased from 32.2% in 1919 to 43.5% in 1921, of which 5.2% or nearly one-half of the total increase

came in increased selling costs. Mr. Shaw cites the same authority for the following figures of the change in net profits on sales volume in various retail fields.

	1913	1921
Hardware	6.02%	.82% (deficit)
Shoe	4.69	1.52 Profit
Groceries	6.5	2.5 "
Dry Goods	7.2	6.4 "

As SALES MANAGEMENT has repeatedly pointed out the selling efficiency of the retailer must be increased, for the margin between production costs and costs to the consumer is already far too large. To meet the rising costs in retail establishments with further concessions in the way of margins, is but another way of hastening a revolution in selling methods seems to be the universal opinion among the best informed students of marketing problems. The solution lies in a greater volume for every salesman, every jobber, and every store, rather than in idle talk about eliminating jobbers, trimming traveling expenses of sales forces, or lowering hotel rates so that salesmen may travel cheaper.

Consumer Demand Overdone

Harry J. Winsten, who will be remembered for several articles in SALES MANAGEMENT and for his work with H. Black & Co. of Cleveland, brought out the point that too few advertisers properly link up their advertising with the stores of the dealers where the goods are on sale.

"One of the greatest wastes in advertising," said Mr. Winsten, "comes from not linking up the advertisements, (whether magazine, newspaper, billboards) with the stores where the product can be bought. In competitive lines very few consumers will actually demand an article or go from store to store in search of it. The manufacturer can create:

1. Consumer Demand. This is only possible with an immense appropriation thundering away every day in every medium at a terrific expense.

or

2. Consumer Acceptance. This means intelligent educational advertising which makes the consumer prejudiced in favor of an article and helps the retailer sell it if he connects his own store with it. This calls for a larger share of the total appropriation given over to window displays, direct mail and other aids for the retailer.

Are Retailers Asleep?

"The most effective advertising is zone advertising. Sales executives should study out the zones that best fit their particular business. Sometimes this means the Federal Reserve Districts, sometimes jobbing centres, or sometimes the districts where a particularly live newspaper dominates the field."

Judging from the number of inquiries received by the publishers of SALES MANAGEMENT, and the amount of material appearing in the business papers about the methods of the Fuller Brush Company this concern is perhaps being watched more carefully in sales circles than any other one concern in the country. Perhaps its remarkable success is largely due to the apathy of the retail trade, which is but another way of bringing our attention to the need of greater efficiency in retail circles if we are not to be faced by a rising tide of discontent with present retail prices.

Everett R. Smith, advertising manager of the Fuller Brush Company told of the Fuller methods, stating that its business in 1921, a year of depression was 96% greater than in 1920. The company now has 3750 salesmen in the United States and Canada, which are controlled by 230

January	8.5%	April	7.0%	July	6.5%	October	12.4%
February	6.8%	May	6.3%	August	7.0%	November	11.6%
March	7.4%	June	6.0%	September	10.2%	December	10.3%



How the income of an average farmer is divided by months

branch managers, 26 district managers and 6 division managers, one executive sales manager and one promotional sales manager.

"Our advertising," said Mr. Smith, "has been successful in familiarizing house-wives with Fuller Brushes and in making our salesmen welcome. In Maine last summer one of our men found a sign posted beside the door of one house—"No Peddlers or Beggars Allowed—Fuller Brush Salesmen Welcome."

As might be expected, E. T. Meredith, Ex-secretary of the U. S. Department of Agriculture, was on hand with some interesting information about the farm market. "Business failures," claims Mr. Meredith, "over a period of years check almost exactly with the rise and fall of farm income. All industry is based on agriculture—food is the chief essential of life. The opportunities in business are in direct proportion to the state of the farmer's pocket book. The sales in any line of business can be traced back through seven or eight intermediaries to the farmer.

"In 1920 there were 500,000,000 acres of improved farm land, and 2,000,000 business establishments or one to every 250 acres."

In his talk, "Are There Too Many Retailers?" William G. Shepherd who wrote a series of articles under the same title last summer for Collier's brought out some ideas, which while not new, are nevertheless worth thinking about by the serious minded sales manager who looks far enough ahead to wonder where this rising tide of selling costs is going to take us.

One Distributor for Every Four Producers

"Producers spend a certain sum of money to produce articles. After they are produced it costs almost as much to get them into the hands of the consumer as it cost to make them. The fault is largely with the retailer. There are far too many. The man power of the United States is about 30,000,000. Ten per cent of this is behind the counters. Nearly two-thirds of the three million are engaged in selling food and clothing. For every three farmers there is one person behind a counter. For every four workmen in the factories there is a store clerk, or a store manager, or owner waiting to sell what the workmen produce."

Mr. Shepherd here quoted figures compiled by J. George Frederick to prove that if the past tendencies are maintained there will be in 1990 an equal number of producers and distributors, or one non-productive distributor to every producer.

"To distribute \$1000 worth of goods," says Mr. Shepherd "the number of people required has increased over 50% in the past twenty years, whereas to produce \$1000 worth of goods the number of people has decreased. According to the figures gathered by the Agricultural Commission in Washington we have reached the point where it costs about \$1000 to distribute \$1000 worth of goods."

Mr. Shepherd calls attention to a fact that has long been recognized by sales managers; that it is not because of the

greed or selfish desire for long profits that makes prices so high, but on account of the inefficiency of retailers—a lack of sound judgment and business education.

Due to the over supply of retailers Mr. Shepherd thinks that a large part of the consumer's dollars go to keep up the fight A is making to keep you from buying from B. That this is, to a large degree, the true situation is confirmed by many investigations of retail conditions in all parts of the country.

Mr. Shepherd's solution of the problem is rather threadbare, and sales managers have perhaps tired of hearing the same old remedies thrown at them. It is one thing to sit back and say that retailers ought to be educated, and still quite another thing to educate them. Mr. Shepherd says that manufacturers ought to help retailers become better business men so that they can operate their businesses more economically. But he neglects to tell how they should be educated, or to give the details of working out his suggested plan.

Wants New Retailers Discouraged

One suggestion made by Mr. Shepherd is worth while, and we believe capable of being put into action. He says "Discourage new retailers from opening up, unless they can give convincing evidence that they can contribute something in the way of service to the community that is really needed. It will not help your sales to merely open up more retail outlets unless the grand total of your sales is thereby increased. If you sell to retailers pay more attention to developing existing retail outlets than to encouraging (by extending credit, etc.) new ones to open up."

A resolution was passed recommending the findings of the committee on paper standardization. In co-operation with the Bureau of Standards this committee of the A. N. A. recommends that book papers be standardized in four sizes, and bond papers in three. It has been ascertained that paper jobbers carry 5000 or more paper items, and some 10,000 private brands, which holds down the average turnover to 1 $\frac{1}{4}$ times per year. It has been estimated that printing costs can be reduced from 20% to 33% if the suggested program of standardization can be carried out. Some paper companies are now making as many as 150 sizes, and with all the odd sizes of catalogs, magazines, trade papers, and direct-mail matter the price of printing is held up simply because of a lack of mass production in standard sizes. It is even predicted that the price of printing machinery such as presses, and folding machines can be lowered when the number of models is reduced.

O. D. Street, General Manager of Distribution, Western Electric Company, presented some interesting figures proving that the cost of distribution or sales expense does not follow total sales, but transactions. It costs the salesman, order clerks, credit investigators, accountants as much to handle a \$10 order as it does one for \$100.

In an analysis of the relative profitableness of orders they have found that on orders for less than \$5 the average

expense is \$3.25, whereas on orders for \$10 to \$25 the average expense is \$5, yet the average gross profit on the orders for less than \$5 is 71c, whereas the average gross profit on the orders from \$10 to \$25 is \$4.48—showing that it requires an investment of \$3.25 to make 71c on the small orders, as against an investment of \$5 to make \$4.48 gross profit on the larger orders.

A further analysis of their business shows a total of 463,000 orders under \$25 which were handled to make a total gross profit of \$1,086,350 as against 309,000 orders above \$25 which made a gross profit of \$7,630,200.

Mr. Street believes that prices will not come down to an irreducible minimum until we have fewer factories making the same kind of product, fewer middlemen and fewer retailers. Most concerns making or selling a number of products do not know which ones pay the real profits even though they may know the exact cost of manufacture. Neither do many concerns know the profit they make on transactions with individual retailers or classes of retailers.

We believe that many of those who attended the A. N. A. convention will go home with a determination to do something that will lessen the cost of selling, and bring down the prices to the consumer. That seemed to be the one big thought of the entire convention. Manufacturing costs have been reduced in many lines to the very minimum. Improved machinery, mass production, scientific management have cut manufacturing costs. Prices can come down only when manufacturing or selling costs decrease, and, in the opinion of those best informed, selling costs offer the greatest field for reduction in expenses, elimination of waste, and better management. Truly sales managers have a big problem before them, and the A. N. A. is doing a constructive piece of work in grappling with the problem of lowering selling costs.

Sharpe Heads National Advertisers Association

The 1923 officers elected at the Association of National Advertisers annual meeting in Atlantic City, November 23, 1922 were as follows: President, GEORGE B. SHARPE, advertising manager, Burroughs Adding Machine Company; vice presidents, P. L. THOMPSON, advertising manager, Western Electric Company; G. LYNN SUMNER, advertising manager, International Correspondence Schools; and EDWARD T. HALL, secretary, Ralston Purina Company; directors, E. I. LEBAUME, advertising manager, Hercules Powder Company; ROBERT E. MILLER, secretary, Hamilton Watch Company; H. V. JAMISON, advertising manager, American Sheet and Tin Plate Company; CARL J. SCHUMANN, secretary, Hilo Varnish Company; and J. S. WICHERT, publicity manager, Mellin's Food Company.

It ain't so much that being happy makes a man thankful as being thankful makes him happy.—Velvet Joe.

Making the Most of Testimonials

By Russell H. Strickland

Vice-President, Kewanee Private Utilities Co., Kewanee, Ill.

In the October issue of SALES MANAGEMENT we presented the problem of a manufacturer who was at a loss to know how to "cash in" on his testimonial letters. He had tried giving his salesmen typewritten copies, but the salesmen reported that the prospect would not take the time to read them. He was considering getting them out in booklet form. But before doing so he asked for suggestions from SALES MANAGEMENT readers. Mr. Strickland's answer printed below won the prize.

I THINK nothing can equal the original testimonial letters in sales work, but, frequently, there aren't enough of the good ones of proper type to go around. In that case, high grade photographic copies should be used.

Great care should be taken in the selection of letters. Perhaps only two or three helpful ones will be found in each hundred. Choose those which bring out some specific point. One which reads,

"I have used the Blank Machine for nine years and haven't spent a penny for repairs," is worth ten which say, "I like your machine fine," or "I am well satisfied with my outfit."

If the co-operation of the salesmen in using testimonials is desired, they must be provided with carefully selected letters.

The shorter the letter is, the better, just so it proves a point. Then it takes the prospect but a second to read it (a fact which both buyer and seller know) and doesn't give the prospect a chance to

stall around, presumably reading, but actually framing up an excuse.

A long letter should be shortened for the same reason. Red or blue lines or both should be drawn around the phrases, sentences or paragraphs which are important. Then when the salesman shows the prospect such a letter, he can say something like this,

"The important parts have red and blue lines around them,"

or

"You can get the meaning of the entire letter by reading inside the colored lines."

If the occasion permits, he may also even take his pencil and point to the first word inside the colored lines. This explanation, together with the lines accomplishes at least two things:

1. It concentrates attention and thought at the place desired by the seller, and
2. It practically insures the reading of a long letter which might not otherwise be secured.

If the letter has been properly selected by the salesman as an example of the point he is trying to make, then it—or the part within the colored lines—will be of interest and therefore does not slow up the cavass—it helps it. Furthermore, it will be read if it is short enough or paraphrased enough, so to speak.

Each long letter given to each salesman should be marked.

After the letters have been selected, marked and prepared by the sales manager, or some other competent person, either the originals or the copies—as your business allows—should be mounted in an attractive black leather or leatherette, loose leaf binder of proper size. The back of each letter should remain blank just as it is when received through the mails. There is only one place then for the eye of the prospect to go—that to which the salesman directs.

The sides of the letters next to the binding should have a narrow "hinge" pasted on them. This may well be of

PORLAND WOOD WAREHOUSE CO. BALTIMORE, MD.

Kewanee Private Utilities Co.,
Kewanee, Ill.

Gentlemen:

In reply to your inquiry regarding the operation of our #800 Kewanee Pressure System with 720 gallon tank, we are pleased to state that it has given us ideal service since we installed it some two and one half years ago.

This system is used as a "booster" on the city service to operate our hydraulic wool press, which requires about 100 lbs. pressure to operate. It takes the water from the city mains at about 55 lbs. and raises it to an average pressure of 100 lbs. for the press, automatically maintaining between 95 lbs. and 110 lbs. pressure.

We wish to state also, that your Kewanee machinery is as nearly fool proof and reliable as skill can make it. We have never had an interruption except during a freeze last year which caused the breakage of some minor parts which your local representative replaced very promptly.

We would recommend a Kewanee Pressure System to anyone contemplating an independent system of water supply. The cost of operation is comparatively small.

Yours very truly,

PORLAND WOOD WAREHOUSE CO.

BY - W. R. AGNEW.

CORINTHIAN APARTMENTS

San Francisco, Cal.

Kewanee Private Utilities Co.,
Kewanee, Ill.

Gentlemen:

The Kewanee Water System installed for me in the spring of 1916 (your No. 74 pump I believe, 4 inch bore, 16 inch stroke), not only supplied all the water used in constructing this building, but has also supplied the forty eight apartments and garage with practically uninterrupted service.

The entire system has given complete satisfaction in every way, and effects a saving of \$600.00 to \$900.00 annually.

I invite correspondence or personal interview with prospective purchasers at all times.

Yours very truly,

H. de URIOSTE
Owner and Manager.

Instead of merely underscoring the important points in the letter, Mr. Strickland advocates boxing them with a red and blue pencil. This makes reading easier and the color attracts attention.

Mr. Strickland strongly urges that the use of testimonials be confined to short letters which bear down on specific points, rather than long general letters which have little real selling value.

No.	Letterhead	Business	By	Position	Date	INDEX				
						Cost of Operation	Service	Saves money	Cost of upkeep	Lasting qualities
1	Corinthian Ct Apts	Apt Bldg	de Urioste	Owner	9/21/22		X		X	
2	Runyon & Runyon	Fruit Grovers	S Runyon	"	9/16/22				X	X
3	Calif Pkg Corp	Packers	T B Dawson	"	9/18/22			X		
4	A H Patterson Co	Motor Cars	A H P	"	9/16/22	X				
	Portland	No Warehse	W R Agnew	Sec		X				X

In order to use testimonials effectively the salesman must be able to turn quickly to just the right letter—so Mr. Strickland indexes them as shown above

muslin and pasted on the back side of the letter. Easy turning is thereby assured.

Mounted in a binder, the letters are always clean or comparatively so; the salesman is proud of his attractive folio; and the prospect thinks they must be pretty important to be so painstakingly fixed up.

The salesman should control the use of the letters and not allow the prospect to thumb through the whole book. He knows what is of interest to each particular prospect while the latter himself does not.

In the back of the binder should be an index, for the convenience and use of the salesman. While he should be familiar with the contents of each letter, still for quick reference he can turn to this chart and locate letters which exactly fit each particular situation. In this way, many testimonials can be produced to illustrate some specific point. Needless to say this

is quite a contrast to the generally used method of showing a few general letters, or having to "turn through" until the ones desired are located.

Each letter should be numbered in the lower right hand corner and the index should show a corresponding number.

For the mailing piece I would proceed along an entirely different line. The use of a printed booklet is suggested, of proper size, color and paper suited to your particular requirements. Thirty-two pages including covers are suggested.

On the front cover boldly announce the purpose of the booklet with the title.

"WHAT THEY SAY ABOUT THE
BLANK MACHINES"

or

"PROFITS, PROFITS AND STILL
MORE"
or
"UNTIL ETERNITY"

or such titles as best suit your principal

ing products, low cost of operation or what.

I would do the following with the inside cover page:

1. Leave blank, or
2. Put trade mark there, or
3. Print picture of factory where machine is made.

On the first page put a note of introduction.

On the second page show an installation or the building where a machine is installed. Under the picture give name and location of building or that of its owner.

Upon the third page of the booklet have the corresponding testimonial letter.

For the rest of the booklet have a picture on the left-hand side of the page and letter which goes with it on the right-hand side. This will give you fourteen pictures and fourteen letters. The number is sufficient to convince and not so great as to tire the reader, especially if the pictures are made attractive.

Your own name and address should follow a very brief summary on inside back cover—perhaps below the last testimonial letter.

On the back cover should be listed a few of the places where blank machines are used. Then should follow a partial list of your most prominent sales or installations.

In this booklet use different letters from those furnished to the salesmen. This prevents repetition and staleness. Have envelopes designed to fit the booklet.

The booklet of the S. D. Warren Company is an excellent example of a pleasing and attractive layout and illustrates the above in a way. Size, etc., should be adapted to the business and to the particular class of people to whom booklet will be sent.

Sales Managers Find Solving the Other Fellow's Problems Great Mental Exercise

Are you sending in solutions to the Sales Problem which we are publishing on the second page of each issue every month? Even though you may not win the prize every month, you are pretty sure to win it sooner or later if you persevere, and in any event you will get a lot of fun out of answering the problems as they appear.

Whoever originated the idea of publishing sales problems in SALES MANAGEMENT for sales managers to untangle has in my opinion conferred a great boon on the Society of Self Satisfied Sales Supervisors.

I expect to submit a suggested plan of operation to every problem published—not that I expect to have any of my plans accepted, but rather for the mental exercise it gives me. I have taken a keen pleasure in the consideration of the two problems already published and I recommend that 100% of your sales executive readers enter into the spirit of the plan and take advantage of the opportunity

for mental exhilaration and broadening of vision it affords.

In the attempt to work out the other man's problem, I venture to say any sales manager will evolve thoughts which may prove beneficial in all his own business.

More power to this great little cob-web chaser you have put into operation.

HAL JOHNSON, Secy.,
Sanitary Brush Company.

The report you sent me digesting the replies to October problem is certainly an exhaustive and very interesting piece of work. With such a complete survey before him, no sales executive should have much trouble in finding a method of cashing in on his testimonials to suit his particular need.

Personally, I believe, your idea of presenting a problem in each month's issue of SALES MANAGEMENT is first rate. It not only benefits the one who submits the problem, but also broadens the viewpoint of those who send in solutions by

getting them to thinking about "the other fellows' problems" even though they may not be quite in their own line.

E. S. DUNBAR, Crocker-McElwain Co.

I wish to say that we are very much pleased with the results we obtained from the problem which we had you publish in the September issue of SALES MANAGEMENT. We have received about sixty replies, from some of the biggest men in the sales field. We were able to get some helpful suggestions from practically all of these letters and expect to use many of the ideas in our future sales work.

You have certainly hit upon a capital idea—and one which is going to be a big help to your subscribers. I hope that you will be able to publish the winning answers to these problems later on—I appreciate, of course, that you cannot very well do this until after the plan has been put into effect, but at the end of the year why couldn't you have the winning letters put up in book form and offered as a premium for new subscriptions?

When the Prospect Balks

By John D. Rauch

Manager of Factory Sales, Tokheim Oil Tank and Pump Co.

One of the troubles with many salesmen is that they cannot quickly change signals, to use a football illustration. They go in with a cut and dried plan for getting an order, and they stick to that plan, come what may. In this article a veteran sales manager tells how he taught one of his men the value of a quick shift in the attack as soon as he sees the prospect is becoming balky.

HURRY UP" YOST, veteran coach of the University of Michigan football team, recently related an incident in football strategy that has universal application to your business and mine. The Michigan team had but three minutes to play and the score was a tie, when the "heady" quarterback signaled for a long triple pass. There was a delay in the pass, and before the quarterback caught the ball the other team was upon him. He took one glance at the goal posts thirty-five yards away, and in almost the same instant that he looked, he dropped the ball and booted it fair between the posts for a drop kick and the winning three points.

His decision was made and executed in the fraction of a second—a change from what he had planned to do, to what the situation, somewhat strained, called for. The ability to do just this sort of thing in selling, is the secret that puts some salesmen in the five figure class. The use of such strategy is the one big thing that I have always tried to teach the men that I have coached.

Strategy Necessary to Good Salesmanship

It occurred in a middle western city while I was district manager representing a large manufacturer of oil tanks and gasoline pumps. A young college student with whom I was very well acquainted came to me for a job during his summer vacation. He was taking a course in mechanical engineering, and had spent his previous vacations in the drafting room, hoping this summer to find some work where he could be outside. He had never tried to sell anything and naturally you can believe that I was not very enthusiastic about taking him on. The only territory that I had open was a section in this city that really required an experienced man. I explained that it was a straight commission proposition and with his limited knowledge of the selling game, he might not earn a dollar all summer.

He felt however that he had it in him to make a go of it, and after several days of careful schooling, I turned him loose in the territory. He worked diligently for about three weeks with little or no success, and finally informed me one Saturday noon that he guessed I was right. But I had decided after watching the young man that he had just that quality that the "drop-kicker" had—he was resourceful, in everything he did—except in picking up prospects for our pumps. He needed direction. That Saturday noon he said that either he was no salesman or there was no business in his territory. I took issue with both of these statements.

I knew that the territory was a productive one, and I was sure of him. So I tried to explain to him that the whole trouble was with him and to convince him that he was right, I told him to meet me in a certain place in his territory the following morning. I felt sure that I could do something for him that would turn his discouragement into success. He was of course skeptical, but agreed to meet me. I also suggested that as it was Sunday he could omit the portfolio, but to be sure to bring along a couple of descriptive bulletins and some order blanks.

So Sunday we met as agreed. He was in no better frame of mind so I looked about for an opening to start the day. Directly across the street from where we were standing there was a grocery store on the corner, and on the rear of the lot facing the street was a garage which had been formerly used as a barn. The sign said, "Ford and Dodge Service," and the front doors were standing wide open.

"What do you think of that place over there," I said to the young man, pointing to the barn? "Have you ever called there?"

"Why, of course not," he replied looking as though he thought I was trying to kid him; "how could a little repair shop in a barn afford to buy a gasoline pump?"

The Prospect Was Under a Ford

"Well, I don't know," I said, "they may be millionaires for all we know. Let's go across and see."

Not a person in sight. Presently a man working under a Ford car stuck his head out to see what we wanted. I asked if he were the proprietor to which he replied in the affirmative.

Both his expression and his tone clearly indicated that he needed a wakening up, so I said as sharply as I could, "Well get out from under there! I have something that I would like to say to you." He crawled out in a hurry and I had to think quick.

"Listen!" I said. "Last night while I was driving past here I ran out of gasoline right in front of your place. I wore out several dollars' worth of sole leather hunting the nearest filling station and then had to lug a five gallon can four or five blocks. I made up my mind that the first thing that I was going to do this morning was to come around here and tell you what I thought of you for not having a gasoline pump in front of your place."

His expression began to relax, so I continued, "I can't understand it as you

certainly have a prominent location, and several thousand cars pass this place daily."

"Yes sir," he agreed, "you are right and I'll tell you why I haven't a pump. I opened up here eight or nine months ago, and I know what you say is true, but I've just been so busy that I never have had time to go and look up a place where they sold pumps. Furthermore, no salesman has ever called on me concerning pumps and that explains why I haven't one now."

Making Salesmen Think

You will pardon the personal illustration; I use it simply to prove a point, in this instance to show that here was a case where a little strategy was needed in selecting the right kind of prospect. You might call it by some other name—but to my mind, that incident on the corner that Sunday morning illustrates how we must take our embryo salesmen and teach them HOW to use their brains.

Let me finish the incident as it contains another "act" that required resourcefulness.

I said to the owner of the garage, "Well brother, it sure is lucky that we dropped in on you this morning. We represent the —, and Mr. Smith here is the salesman. I think that he has some literature with him that you would like to see." The salesman produced the literature and we sold him about \$800 worth of equipment, agreed on terms and satisfied ourselves that he was able to pay for it. Then I turned and said to the salesman, "Well, write up the order." His face became a blank, as he thought that I had been joking the day before and he had forgotten to put any order blanks in his pocket.

Say, if I ever rode into a salesman, I did then and there. I taught him a lesson that he will never forget. "What are we going to do?" I said to him. I saw that he was beginning to think—that he realized that something must be done at once if we got that man's name on the dotted line. I let him think. I wanted to see what he would do in this emergency. Finally he said, "Say, Mr. Rauch, you go down to the office and get the order blank, and I'll stay here and go over this layout a little more with Mr. Jones." Maybe that didn't please me. The salesman saw the point—that one of us must stick to this fellow, and not give him a chance to think it over, and perhaps change his mind. He "kicked" at the right moment. I came back with the order blank, and we signed him up, with a good sized check as the first payment. During the next five weeks the lad earned more than \$1,000 in

commissions, and is today rated as one of the best engineering salesmen in that city. A little direction at the right time was all that he needed. I think I taught him that thinking "within the situation" is the big thing in selling—that there is no predetermined code of signals that always works.

Another incident that I recall happened while I was factory sales manager of the same company, which further convinces me of the value of giving attention to the strategical faculties of our salesmen. The home office received a long distance call from our service man in Cleveland regarding some work that he was doing, and during the conversation he incidentally mentioned that he had heard a rumor that a well-known Cleveland manufacturer was in the market for a number of 10,000 gallon special tanks for their enameling department. The service man asked if we were bidding on them. We were not, knew nothing about it, and I immediately looked up the buyer and called him on the long distance phone regarding the matter. He stated that the rumor was true, and that he already had a number of bids. He gave me the specifications over the phone. In response to my query as to, "how soon he expected to place the order," he stated that he hoped to be able to dispose of the matter the following day. He suggested that we be sure to get our proposition mailed as soon as possible so it would reach him in time for consideration.

Inasmuch as I had never met this buyer, nor had we ever received any business from his company, I decided to handle the matter personally—and left on the early morning train for Cleveland.

Upon being ushered into the purchasing agent's office my hunch came as I noticed the elegance and spotless cleanliness of the place and furnishings, and the immaculate appearance of the man himself. It instantly occurred to me that anything to gain his attention must above all present an attractive appearance. I decided to "drop kick instead of passing the ball," so instead of submitting the very ordinary looking proposition I had brought with me, I exchanged various ideas on tank construction, excused myself saying that I would prepare a proposal and submit the same to him immediately after lunch. I had in mind a very excellent and elaborate proposal cover which I had devised some time previous and of which I happened to have a few in my portfolio.

I went to the best hotel, engaged a competent stenographer, and prepared the most artistic and attractive proposal I knew how, binding it with the illustrated literature in the cover previously referred to. The company bought lots of tanks and other equipment in our line and there were, I knew, a great many after this desirable business. We had never received a single order from them—in fact you will recall—we had not

even been invited to bid in this instance, so there were many obstacles to combat. I had not quoted the buyer our prices and of course had no idea how they were going to compare with others on a purely dollars and cents basis, but I knew we would not be the lowest by any means.

I returned after lunch determined to get that order, which was in the neighborhood of \$10,000.00 When I faced my man I opened up my proposal and spread it before him, watching the expression on his face. He immediately took the proposal out of my hands, and looking it over carefully inside and out, remarked, That's the neatest looking and best gotten up proposal I ever saw." That was gratifying, and taking advantage of the opening I replied "Yes sir, that's the way we do everything—our tanks are just as good looking and as well built as that proposal." He was sold—against the field—and I was satisfied that the matter of price would be a secondary consideration. Within a couple of hours I had the order.

Just to analyze that sale for a moment—the whole proposition hinged on my decision *not* to carry out the plans as prepared before I went into the buyer's presence—on the decision to fit my plans to the type of buyer that I had before me. It was a moment of strategy that chalked up 10,000 points. And this is the sort of direction that all of our salesmen need.

A Salesman's Reply to "E. V. S." Who Questioned Value of Autos in Sales Work

JUST a few lines in answer to E. V. S. in your November issue of SALES MANAGEMENT, who questions value of autos for salesmen, from a salesman's standpoint.

Regarding salesmen doing livery work, no doubt this is true to a certain degree. Having traveled for years through the country by auto, have picked up many a salesman going from town to town but never put them under any obligation to me by making a charge of any kind. They understood when a time was set for departure from said town, and meeting place made, that if they were not on time I left and no waiting. They had the choice of taking their usual mode of travel and no inconvenience to anyone.

Regarding his idea of hurrying up, this is not part of the makeup of a true salesman. When a true salesman enters a place of business he never thinks how he arrived there or how he is going to leave. He concentrates on his line, and his prospect's wants. This concentration and the application to his prospect's wants, enables Mr. Salesman to sell his man just enough to carry him over until his next call. In a true salesman's creed a sale is never made until the merchant has disposed of stock sold him and reordered, then the sale is completed.

If he does not reorder he has not been sold right. The above is given only to bring out the fact that a salesman who does not concentrate is no salesman and the sooner he gets off the field the better.

The salesman who resorts to train travel is a different kind of animal altogether—not. He has never had a red-headed sweetheart in this town that he must see before train time, trains will not wait so Mr. Salesman must hurry. He is desirous of getting home to wife and kiddies. Train is late, so he passes a couple of towns in order to make up time, using the telephone when the town is reached to get in touch with his customers *whom he found away on his call*.

Never used a car to shorten a week in my life, neither did any other true salesman. Have used it to expand and have continually yelled for more territory. E. V. S. puts great emphasis on the word *rush*. This is a rushing era and this good old world has no use for a laggard. Rush translated in 20th century means waste no time, if you do the other fellow will take advantage of your waste and turn it into golden dollars for himself. If a salesman cannot interest his customers to the degree that he absorbs his individuality as it were for the time being, and gets him to concentrate on what he is talking about, he is lacking in a very essential qualification that helps spell success.

I am for the auto in the selling field. Instead of lessening your time it gives you a great deal more time to spend on each customer. It enables you to carry more samples and make larger and better sales.

Quite true, the field of salesmanship

has been taken up within the past few years with rank failures that the successful salesman has had to pay for, men who came and went from one job to another.

W. PAYNE, Detroit.

I was very much interested in a letter signed E. V. S. on page 126 of SALES MANAGEMENT, for November, and am wondering if a number of sales managers will not be impelled to answer this letter. E. V. S. refers to his salesmen in a specific instance, and it occurs to the writer, that perhaps he has not the right kind of salesmen, or else his plan of compensation, and his method of checking up on calls is faulty.

I cannot imagine one of our salesmen, about 50% of whom work on a salary, and the other 50% on commission, allowing a friend riding with him to so monopolize his time as to interfere with his business.

With reference to that part of the complaint concerning a salesman being apt to skim his territory for the number of calls and mileage per day, it seems to me that E. V. S. ought to concentrate on the number of sales per call, instead of the number of calls and mileage per day, or the checkup method should be changed.

The letter certainly raises some interesting points, and personally I should like very much to see the subject discussed further.

C. A. BRYANT, President,
C. A. Bryant Co., Dallas.

Resolved: That the Personality of the Salesman Carries More Weight than the Prestige of the House

For the Affirmative: Ray Warren of Shipman-Ward, and George Green of The American Sugar Refining Company

For the Negative: Charles Holmes of W. M. Welch Manufacturing Co., and William Bethke of La Salle Extension University

"IT requires the personality of the salesman to carry over to the customer the policy of the house—his personality is the conductor without which no business can be successful, and I claim that the salesman's personality is even more important than the *service or prestige of his house* in soliciting and retaining business," argued Ray Warren, Assistant General Manager of the Shipman-Ward Mfg. Co.

"But you're all wrong," answered Charles Holmes, Vice President and General Manager, of the W. M. Welch Mfg. Co., "the salesman's personality, his spirit, morale and character is not HIS—it is established and maintained by those in control of the policies of the organization for which he sells. First, last and always the prestige and service of the house has more influence with the buyer than does the personalities of its individual salesmen."

And the fight was on!

The argument occurred at the November meeting of the Executives' Club of Chicago, as a formal debate. The question, stated as follows, packed the banquet room with Chicago executives:

"Resolved: That the personality of the salesman carries more influence than the prestige or service of the house."

Ray Warren Kicks-off

"All of us express our personality through our actions, thoughts and feelings," began Mr. Warren, "and we radiate influence through character and good health. A salesman's influence on the customer is in direct ratio to his health, agreeableness, courage, and the other commendable attributes of personality.

"By his agreeableness he breaks down the customer's resistance—with a smile he gets his guards down—puts him in the frame of mind to say 'Yes.'

"By his courage he defends his merchandise and his house, and the fight he puts up, in defense, influences the cus-

tomer to feel like coming to the salesman's assistance. We like men who believe in, and fight for the house they represent and for the goods they sell.

"The salesman must be a student of human nature. He must know men—get them quickly, in order to handle the strategy of the sale. This doesn't mean that he need be an expert in character analysis, but he must know men and their characteristic modes of conduct.

"The salesman must be sympathetic, must be able to grasp the customer's point of view, to understand his problems, for a knowledge of his interests is the salesman's entering wedge. Thus he can present his proposition in terms of the prospect's interests. He must also be tactful and friendly.

A Good Salesman Can Sell Anything

"And these are all attributes peculiar to the individual; not to the house—and it is through the attributes of individual personality that a company's products find their way through the market and to the customer. These attributes of personality focus attention, arouse interest, and dispel distrust and fear.

"A good salesman can sell merchandise for a poor house, but you never heard of a poor salesman selling goods for a good house. What has put over the insurance business? The personality of the salesmen who have represented the various insurance companies.

"Over 100,000 people enter one of Chicago's big department stores every day, only 60,000 buy, and 40,000 go somewhere else and buy. Why? Because the 'personality contact' in this store is only 60% efficient.

"Over \$2,000,000,000 worth of fake

stock is sold in this country every year. Because of the 'service and integrity' of the house! No. The personality of the salesmen selling the stock puts this stock over. The Hoosier Kitchen Cabinet has been put over by the personality of salesmen. All of us remember the story of the Hoosier salesman who found an Indiana dealer loaded with a carload of cabinets he couldn't sell. The salesman moved a kitchen cabinet out to the sidewalk, and made personal demonstrations to the passing crowds. This salesman sold the original carload and got the dealer's order for a second carload. But why hadn't the 'service and prestige' of the house done this before the salesman arrived?

"The personality of the salesman is in the 'service and prestige' of the house—it is a part of it."

Charles Holmes, first speaker on the negative, came back with a 'warm' one:

"As we understand the definition of the word 'house,' it is an organization with integrity and prestige. The fact that a house has *remained* in business is proof that it is founded on honest dealing. Therefore, the case of the fake stock sales given by my opponent is beside the point. Fake stock organizations have not been in business long enough to have established a reputation and therefore are not to be construed in this debate as a 'house.'

Charles Holmes "Comes Back"

"No organization selling merchandise can long exist unless the policy of that house is founded on fair dealing. To endure an organization must have character and integrity, and that integrity is measured by the policy of the management. Furthermore the personality of any of the salesmen representing the house is established by the policy of the concern. 'Like man, like master.' A salesman is not only a 'creature' of the house, but he is judged even by the trade by



the fidelity with which he carries out the policies of the house. Both house and salesman must stand or fall on fidelity to policy. The customer's opinion of the salesman depends almost entirely on the way that the house backs the salesman. If the salesman makes certain promises in the way of delivery and service, and the house doesn't carry them out, the salesmen is out of luck with that customer—and nothing he can say or do will overcome the faults of the house. Therefore in the last analysis, it is not the personality of the salesman that has the greatest influence, but it is the prestige of the house.

"We admit that the personality of the

salesman is important, but the house is the source, is the fountain head of this personality. If the personality of the salesman becomes more important, then the relationship is all wrong—the tail is wagging the dog. You can't put epsom salts in your boxes of loaf sugar in the place of sugar, and get away with it, no matter what kind of salesmen you have."

Mr. Green replied supporting again the personality of the salesmen. "If only that concern is entitled to consideration in this discussion which has established itself, and only an established concern is worthy of patronage, we are all through with development and progress. Then the last concern has been estab-

lished, there will never be any more. There is no use bringing out any more patents or putting anything new on the market, because they can be sold only through the 'prestige and reputation of the house,' and obviously a new concern has neither of these. What if we had believed this doctrine a few years ago when the LaSalle Extension University started in a little office in the center of the city—supposing that they hadn't believed in the power of the personality of their salesmen to put their proposition over? Where would they be today?

"The house may have the prestige and service but it takes the personality of the salesman to get the name on the dotted line. It is orders that keeps the company alive and not the prestige and service of the house. The public has never fallen over themselves to get their names on any dotted line.

"Even after the proposition is put over, and the product is known favorably by the public, who has confidence in the character of the house, it must continue to be sold or the house will go out of business. I cite for example the National Cash Register Company. Well known, aren't they? The house has some reputation and prestige, hasn't it? But do you think that the public is falling over itself to buy cash registers? You know that they are not, and that the National Cash Register Company is today employing the highest type of salesmen they can find to SELL cash registers. They continue to take their new salesmen to Dayton, and they are putting them through their salesman's training school with the same degree of thoroughness as they did in their pioneer days. The same is true of the Burroughs Adding Machine Co. and a score of others that you can name.

The Salesman Made the Buyer Mad

"An incident recently happened in our own office that illustrates this same point. A salesman tried to sell our purchasing agent a well known make of adding machine, and as far as the machine itself was concerned and the prestige of the house, the sale was made. But our purchasing agent didn't buy because, as he told me, he disliked the salesman—said he was going to buy another machine just as good from a salesman he liked.

"I can cite another case right here in the city in the wholesale grocery business—a staple line that one would naturally think would be *bought* rather than *sold*. This house travels twenty salesmen and one man in the twenty gets five times as much business as any of the other men. The other men have the same service and prestige behind them, they have an equal opportunity, but they haven't the personality that 'the star' has. In almost every house there is one or two men who sell, that stand head and shoulders above the others of the force—they get more orders—the service and prestige remaining the same."

"Present business conditions have more to do with this subject than anything else," Mr. Bethke urged. "In the old days there was no such thing as the service and prestige of the house; the volume of merchandise sold depended on the trad-

(Continued on page 170)

If Your Best Dealer Were Your Worst

Somewhere you have a prize retail dealer. He sells more of your goods than any of the others who handle your line. Your sales department cites him as an outstanding example.

¶ He is informed and enthusiastic about your line. Your advertising department finds him always ready to use sales-help material, and to co-operate in selling drives.

NOW just suppose that dealer, with all his enthusiasm and co-operation, stood at the bottom of your list of retailers. Suppose all the rest were even more enthusiastic, better informed, more aggressive than he.

¶ The book, PROMOTING SALES, does not deal with miracles, but it does suggest how you may bring all your retail dealers at least a few steps along the way toward equality with your best one.

¶ PROMOTING SALES will be sent at your re-

quest to those executives in your organization who are charged with responsibility for marketing your product. A line from your secretary will be enough.

¶ The methods suggested have been employed successfully for such concerns as Packard, Jordan, Chandler, Westinghouse, Firestone, Miller, Mazda, Cletrac, Brown Hoist, Timken, Printz-Biederman, Delco, Glidden, Conklin, Art Metal, Macbeth-Evans, Reznor and many others—all customers of this company.

[Please Mention Sales Management]

**The Corday & Gross Co.
Cleveland
Effective Direct Advertising**

What I Have Learned About Coupons

By William A. Hersey

This is the second of a series of articles which Mr. Hersey is writing for SALES MANAGEMENT dealing with the factors in direct-mail advertising which directly affect results. Even though you do not actually prepare the direct mail advertising yourself, you will be interested in having the benefit of Mr. Hersey's long experience in direct mail work.

THROUGH experiments with many different forms, shapes and sizes of circulars, I have found the most adaptable and effective for general use, the four page circular— $8\frac{1}{2} \times 11$, that is, 11×17 , flat size.

This size has a number of distinct advantages. When it is folded, it can be filed in a letter file, and as it is a letter size, it is a size that folks are used to reading.

On many of these circulars, I have used the first page as a letterhead. At times, I multigraphed the letter and at others, had it printed, with the rest of the circular.

I might add that whenever I have a fairly long message to put across—and whenever it is possible, I put that message in the form of a letter on the circular. The reason for doing this, is that copy, in the form of a letter, is more readable—and will be read more often than when printed in any other form. Folks are used to reading letters, and my experience has been that circulars which have a letter on the first page produce better results than any other form of advertising.

On open mailing pieces, I have also found that a four page circular, folded with one extra fold, or with two folds across the width, as you would fold a large letterhead, is the most effective. A

good size for open mailing pieces is 12×18 —folded it means a 9×12 page.

While I have used a number of broadsides, my experiences have been that they never produce as large a percentage of direct returns as the smaller type of circular. To verify my opinions and experiences on this point, I sent out a questionnaire, not long ago, to several thousand advertisers, asking them their opinions. By far the biggest majority agreed that the smaller type of circular and letter produced a bigger percentage of returns than broadsides. As a matter of fact, there were only a few out of these several thousand who had found broadsides very effective when the mailing called for a direct reply.

Selling Assortments vs. Pick Your Own

If you are circularizing the retail trade, and if your line consists of a large number of different models, sizes or colors, it is often advisable to offer the dealer a concrete assortment, rather than putting it up to him to make up his own order.

By offering the dealer a specific assortment, you overcome the objection of—"How do I know what to put in and how many of each?" It relieves the dealer of considerable thought and effort and makes it easier for him to order. The proposition can be sold as a unit, instead of making it necessary for the reader to make a number of decisions.

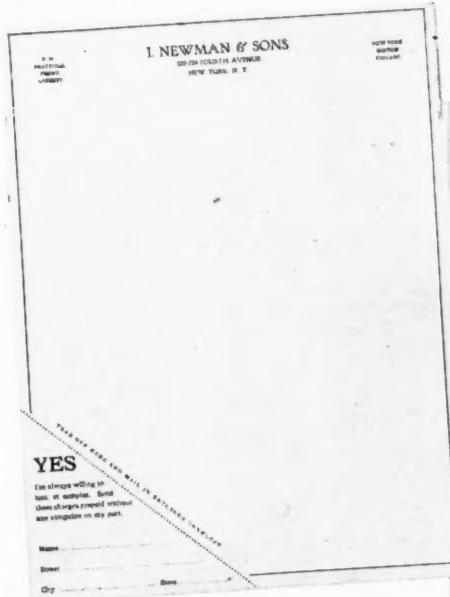
But, when offering a concrete assortment of your line, it is very essential that it be one that the dealer can use,

for if you sell him an assortment that does not sell as quickly as it should, he will never forget it. Then too, it should not be too large. Usually a larger volume of business can be obtained—and at a lower cost—by offering a small assortment. Get quantities of orders at small amounts, rather than few orders for large amounts.

When offering a cut and dried assortment in your circular, it is always advisable to make that assortment stand out on your circular. The typography and the phraseology should be simple, so that the dealer knows at a glance just what he is getting, the selling price, and the profit he makes on it. And when possible, illustrate the models or articles that he gets in the assortment.

A manufacturer recently mailed a large edition of circulars to retail dealers, offering a number of special values. The values offered really were attractive and the mailings should have brought a big response—but the results were disappointing.

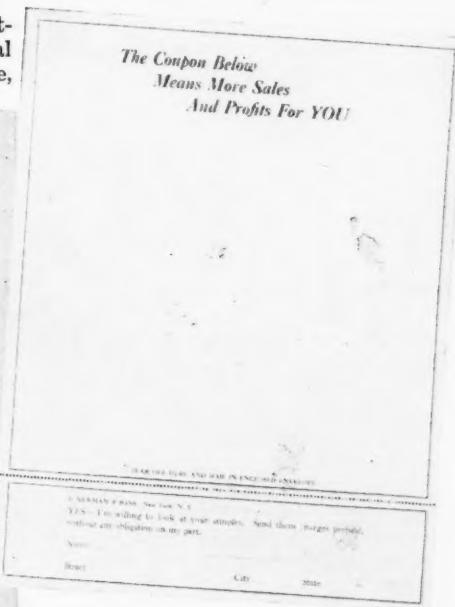
This particular mailing piece consisted of a four page circular, printed on heavy coated stock—and mailed openly, that is, without an envelope. A space was provided on the circular for an order card, which was to be clipped and used as a post card. The order side of this order card was printed upside down, in the



This form of corner coupon lends itself especially to long letters, as the letter can be carried down below the coupon on the right without effecting the natural arrangement of the signature. The coupon is perforated with a perforating machine.

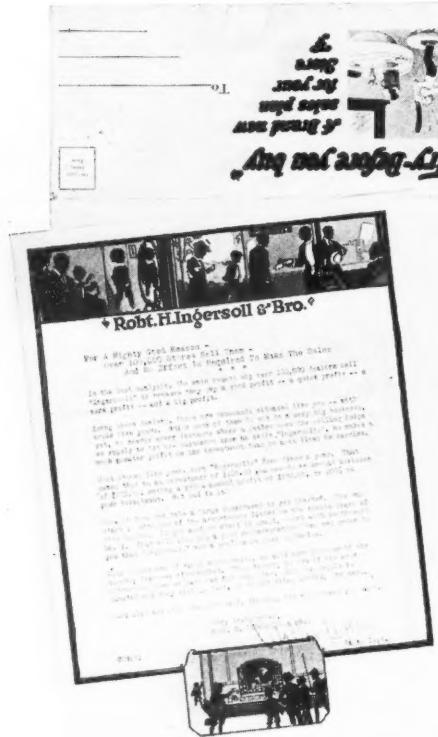


In this letter the coupon is multigraphed with the thought that the man will return the entire letter as well as the coupon.

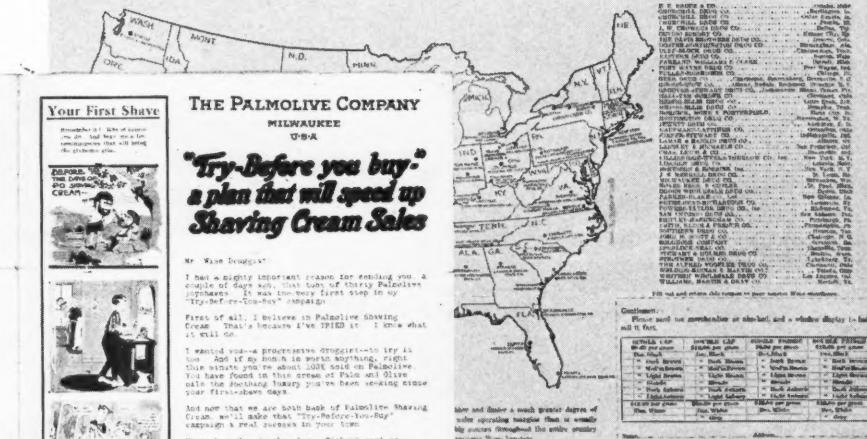


The heading on the letter, and the letter itself, are here focused on the coupon. A drawback to this plan is that too often a man will read only the coupon, and decide without reading the letter proper.

The Palmolive letter is so arranged that no envelopes are necessary. When folded the upper portion of back page serves as address carrier.



Where is your nearest Weco Products Distributor?



The inside spread of a four-page letter affords an excellent opportunity to make a bold display. Being a part of the letter it cannot become lost or misplaced.

upper right hand corner of the inside spread. The reverse side of this card was left blank, so that the dealer either had to write the name and address of the manufacturer on the card, or enclose it in an envelope.

A suggestion was made to the manufacturer that a possible reason for the poor response might be due to the arrangement of this order card. So a test mailing of 5,000 circulars was planned, on which the order card was printed in the lower left hand corner. Otherwise the arrangement was practically the same as the first circular—and the items printed were identical. The percentage of orders in response to the test mailing was so much larger than those received from the first edition, that it proved conclusively that the arrangement of the order card was, to a very large degree, responsible for the failure of the large mailing.

If you are using a mailing piece in which there is a coupon or order card, be sure that that card or coupon stands out from the rest of the circular—and is easy for the prospect to clip and return. Bear in mind that the most important thing to you is "The number of cards or coupons returned," so plan the coupon so as to make it stand out—and strong.

When using circulars in which there is a coupon or order card, I invariably try to avoid the use of a highly coated paper. Many folks—including dealers—like signing coupons with pencil and it is extremely hard to write with a pencil on highly finished paper. If you have a circular that must be printed on highly coated paper so as to secure the best results, then, it is advisable to use a separate card or order blank.

To deviate from the general run of enclosing cards with your letters, it is often advisable to embody the coupon in your letterhead. (Several ways of using a coupon in a letterhead are illustrated).

When using a coupon in a letterhead, it is advisable, of course, to enclose a return envelope. Little need be said, I am sure, about using the back of a letterhead when information is requested in response to questionnaires. The back can also be used as an order blank. I have found this very effective when the letter is the only enclosure used in the mailing.

Here is another method of using return cards that is not used as much as the effectiveness would warrant. Use a double fold cover, either in front or back, or both, on small house organs or catalogues that are bound with a fairly heavy cover and use one flap of the cover as a return card. This flap, of course, should be scored or perforated so that it can be torn off easily.

But there is one point that must be watched in this connection. If the cover is larger than $3\frac{3}{8} \times 5\frac{5}{8}$ in., do not mention on the address side of the card—"Place one cent stamp here." Recently, I had several of these booklets on my desk, and they told the reader that a one cent stamp would do. The Government regulations require two cent postage on all private mailing cards over 3 9-16x 5 9-16 in.

In spite of all that has been said about lists and while lists are the very foundation of successful campaigns, it is surprising how many poor lists are used today. And some of the best known advertisers are the worst offenders.

In every line of business, there are a considerable number of changes each year, so it is essential that lists be checked periodically to eliminate dead wood. Here are a few pointers that may be helpful in making up your lists:

1. Study very carefully the classes of names you want to use, so as to be sure you have, in a general way, the types that will be prospects. Do not throw away money sending circulars to people who cannot buy.

2. Check them at least once a year to eliminate dead wood.
3. Decide carefully on the credit limits that your Credit Department insists on to open an account, so that when you get orders, they will not have to be thrown down. It is certainly much more harmful to tell a man who has ordered merchandise from you that you cannot ship it on open account, because his credit rating does not come up to your standards, than it is not to have solicited his order.

When to Mail Circulars

Just a detail: Perhaps so, but a mighty important one. If your letter or circular goes to dealers, isn't it better that they reach there when Mr. Dealer's mail is lightest, or when he is not so busy? Personally, I want my mailings to be delivered on Tuesday, Wednesday or Thursday.

On Monday, his mail is naturally heaviest and on Saturday—well, if you have ever been on the road, you know that Saturday is the hardest day in the week to see your customers. Then Fridays are all right, but there is too much chance to have your letter delivered the next day.

Some time ago, I read an interesting article in one of the advertising journals about a dairy farm in the vicinity of New York. They planned their mailings to reach their prospects the first thing in the morning—at their homes. Which meant that it was opened and read at the breakfast table when interest in the question of the purity and the quality of the milk was most acute.

It takes effort to have your mailings go out on certain days, or at certain times, but the results justify the efforts.

In one week's issue of America's largest weekly

—a characteristic group of advertisements

Ten different campaigns in the September 30th issue of the Saturday Evening Post exemplify the work of this agency in current publications—

Fleischmann's Yeast, Raynster's, Swift's Premium Bacon, Royal Electric Cleaner, Printz Coats, Suits, and Dresses, Klearflax Linen Rugs and Carpeting, Barreled Sunlight, Brer Rabbit Molasses, Dr. Scholl's Foot Comfort Appliances, Carter's Knit Underwear.

The J. Walter Thompson Company has grown large by intensive work on a small number of accounts.



J. WALTER THOMPSON COMPANY
Advertising

NEW YORK CHICAGO BOSTON CINCINNATI
CLEVELAND LONDON

Should Salesmen Be Bonded?

Sales Managers Find Many Advantages in Bonding Salesmen Even Though They Do Not Actually Handle Any Cash

By Eugene Whitmore

"If one of the officers of this company could personally hire all our salesmen it is possible that we could come nearer to the ideal type of man that we want to sell our goods. That is of course impossible. Our branch managers, some of our crew managers, and in some cases even another salesman must hire our men. Often a man is hired and must be put to work quickly, so it is not surprising that we occasionally pick a lemon. That is the reason we insist on every salesman being bonded. Not because of downright dishonesty, but simply because it raises our standards."

The above paragraph was gleaned from a conversation with the president of a concern whose salesmen visit practically every store in the country during the course of a year. In his employ we find every type of salesman—from the high type of business executive who can sell the big jobbers, and the heads of big chain stores, to the veriest tyro of a salesman who calls on the crossroad stores.

He Wouldn't Send Back His Samples

"Why do we have our salesmen bonded? I'll answer that question by showing you a sheaf of correspondence with a salesman who recently left our employ," said a St. Louis sales manager, when I asked him about the advantages of bonds for salesmen. "This fellow was a good average salesman, and left with a clean record. He neglected to return his price book, samples, and a small trunk. Here, you see, I wrote him half a dozen letters asking for the return of our property. No answer. I felt that he had no reason for not returning them, and that he was merely neglecting it from day to day.

"I have other things to do besides write letters to salesmen who have left our employ, so I dictated a rather curt note, telling him that unless our property was returned immediately that I would turn the matter over to the bonding company, who, no doubt would take quick action. Next day I had a long distance call from him stating that the samples, trunk and price book had been shipped. A very apologetic letter followed, explaining that he had been very busy, and had simply neglected to return our property. As a matter of fact, the bonding company had no interest in his samples, and perhaps would have declined to help us get them back, but this fellow had heard that bonding companies usually got what they went after, and had no desire to have them on his trail. While he might never have occasion to come back to work for us, he never knew when he might have to give another bond, so he acted with dispatch when he realized that he might

jeopardize his chances for obtaining another bond."

Not very long ago the Chicago district manager for a large specialty manufacturer went to Louisville to hire a salesman. Apparently the prospective salesman measured up to all requirements. He gave good references which were investigated. So far as the district manager could ascertain the man was a valuable addition to his staff of salesmen. Then the bonding company got busy. They learned that he had embezzled a sizable sum from a former employer, that two hotels were on his trail for cashing worthless checks, and that his wife was suing for divorce. The district manager told me that this experience was perhaps worth the entire charges for bonding service for one year, because it was almost certain that this fellow would have gotten in some kind of trouble.

The sales manager for a preserving company received an application from a salesman who was more or less well known among the trade as a big producer. The sales manager was glad to welcome him to his sales force. But when the bonding company began investigating they learned that he had formerly been a bookkeeper in a small southern city—that he had been unable to distinguish his own money from that of his employers, and that due to his family connections he had gotten away without prosecution after his relatives had made good the deficiency. They also learned that he had been quite adept at holding more than one job at a time, usually getting a salary from one concern, and a liberal drawing account from another.

Protecting Salesmen from Themselves

After reading the foregoing accounts one may be inclined to think that the average salesman is a rather shady character. The facts are, as we all know, exactly the opposite, but the trouble that a bonding company may save the average sales manager is well worth a careful investigation on the part of any man who employs salesmen.

Bonding companies claim that salesmen who are employed on salaries are a much better bonding risk than commission men. One company bonded a small group of ten or twelve salesmen who were selling brushes, mops, brooms, etc., from house to house. Records show that there was a loss on every one of the members of the entire group. Few, if any, bonding companies will bond salesmen for companies promoting questionable stock and bond issues, or salesmen for similar lines, where the turnover is large and the men have no stipulated territories.

Rates for bonding salesmen vary widely, from as low as \$3 per thousand in the case of salaried men, who make no collections, and whose firms are reliable and long established, to as high as \$40 per thousand in the case of salesmen who carry valuable samples, such as jewelry salesmen, whose losses from pilferage over a season are often surprisingly large, and unaccountable. Rates are based on a sliding scale, depending upon the amount of the bond and the number of men.

Fidelity bonds do not protect the house against losses through moneys advanced, or loaned, except where it can be shown, beyond question of a doubt, that the money was obtained through fraud, misrepresentation or under false pretenses. An overdrawn account which the salesman is unable to cover when he leaves your employ does not necessarily predicate dishonesty, and for that reason losses through this source are not covered by fidelity bonds. Nevertheless the fact that a man is under bond will often cause him to make herculean efforts to make good, or to repay advances.

Protection Bonds Afford

There is another advantage in bonding salesmen which is often overlooked by many sales managers. When a number of men are employed it is almost certain that once in a while one of them will go wrong. He will collect moneys not due him, sell valuable samples, or inappropriate funds entrusted to him. To prosecute him it is often necessary to subpoena customers, which is usually a sure way to lose that customer's business. Many concerns pocket large losses rather than drag their customers into court to testify.

If the salesman is bonded this responsibility is taken out of the hands of your concern, and your customers cannot blame you. The bonding company shoulders the blame and criticism. This is particularly valuable when a salesman goes wrong, is checked up short, and later makes connections with a competitor.

Fuller Brush to Spend \$750,000 for Advertising

It is predicted that the sales of the Fuller Brush Company this year will run very close to \$20,000,000, which represents a growth from \$20,000 in 1915. During that year the Fuller Brush Company appropriated \$6,000 for national advertising and its business began to jump. This coming year the Fuller advertising appropriation will be three quarters of a million dollars.

Plan No. 2 for Following Up Inquiries

Every month by Special Arrangement with Mr. Schulze we will publish one, definite, concrete Plan for Turning Inquiries into Orders

By Edward H. Schulze

There is no question but what buyers are giving more and more consideration to the fact that when the seller uses indifferent, inefficient selling methods, the buyer pays for it either through a higher price or lessened quality. During the last five years every student of business has realized the tremendous increase in valuable literature devoted to modern purchasing and selling methods; the growth of the educational movement by various trade associations to make their members better business men; the increased part the science of business is playing in our high schools and colleges. To the sales executive who is looking into the future, this means that we must expect buyers to be more and more observing of our selling methods.

Perhaps you have a good product or proposition and have wondered why you are unable to sell to certain buyers who ought to be using your product. Perhaps, too, with all your good product or proposition, you are doing only a small volume of business compared with what you should do. A business with a total sales volume of \$1,000,000 a year when it should be doing an annual business of \$15,000,000 is committing just as great an injustice to its product as is the firm doing \$100,000 business with potential sales of \$2,000,000. The present volume of sales is no basis for determining the success of the sales end of the business. The true test is how close the present volume of sales comes to the possibilities of sales. If you are selling through dealers and there are 50,000 outlets, you should not consider your sales a success if, either direct or through jobbers, you are reaching only 5,000 to 10,000 of these retail outlets even though your total sales volume may run into seven figures. If there are 20,000,000 people who should use your product annually and you only sell to 2,000,000 you are merely getting the top cream of the market.

I can hear some sales manager saying, "that is all right for this fellow to tell us how little business we are doing compared with what we should be doing, but our business is growing nicely." Bosh. In 1918 The Fuller Brush Company did a business of slightly less than a Million Dollars. Just four years later and they estimate their 1922 business will be \$13,000,000. If for every dollar in sales you got in 1918 you

can show \$13 in 1922, you are doing justice to your product. But if you cannot show such a record, take a lesson from Fuller and keep on learning. Go over your sales methods so that in 1923 you can set sail with your ship of bigger business without a lot of leaks in your hull. For years we have been studying how to produce more in our factories in less time, at lower cost. It is time we started to comb over our selling methods and a good place to begin is to study how we handle our inquiries. The first impression a valuable prospective customer receives of your company is generally through the way you handle his inquiry. If you leave this vital matter to "one of the girls" or "let George do it" then you can depend upon the prospect getting some poorly presented form letter with enclosures haphazardly inserted, previous to the call of your salesman. The chances are that neither your literature nor your salesmen are checked up to see that they get to the prospect in quick time. Probably you have some red tape system so that the salesman arrives long after the prospect has either lost interest or bought of a more active competitor. If you want a good resolution for 1923 resolve to put a dollar in an envelope marked "LOST SALES" every time you fail to sell to an inquiry. See that all unsold inquiries are reported back to you; then put away a dollar for each lost sale. The dollars won't any where near represent your loss in failing to win the order but it will prove a fine object lesson for the chances are that most of the time your pockets will be empty and you will have to use additional envelopes to hold the dollars representing lost sales. You sell some inquiries but not as many as you should.

I say to you men who are reading the "plan-a-month" articles which I am writing for this publication, there is not a more important problem in your business than in creating the right impression on the prospective customer who has sent you an inquiry. If that customer were to walk into your office, you would show him every attention; you would no more think of permitting the office boy to interview him than of jumping into a river with your clothes on. Yet if that same prospect visits you by mail, in the form of an inquiry, are you as careful?

In following up an inquiry, it is wise to assume, right at the start, that the prospect has probably either written, or will write to some of your competitors before the sale is actually made. You may have a favored position in the estimation of the prospect at the start of the inquiry but you can easily lose this and the sale if your competitor uses a more impressive follow-up or you do or say something that proves your selling methods inefficient.

When you receive the inquiry you probably send literature and a letter. That is known as the "first letter" in your follow-up. For your second letter I suggest that I call the "P. S." plan. You can use this "P. S." plan just ahead of the Factory Manager idea which I presented in the November issue of SALES MANAGEMENT. In this way you have a first letter, a second letter in the form of the "P. S." plan and a third letter in the form of Factory Manager appeal.

The value of the "P. S." plan is that



EDWARD H. SCHULZE

any firm can use it regardless of what they sell or how they sell. One of its big advantages is the fact that it gives you a distinct lead over your competitor in the race for the sale.

The initials "P. S." really stand for postscript and that is what this letter is, in reality, although in the years I have used it, since originating the thought, I have yet to find a prospect who suspected it to be other than it appeared. But let us apply it practically to several problems and in this way appreciate its value.

For purposes of illustration we will assume that you want to use this "P. S." idea. You have sent out your first letter, answering the inquiry. Now the very next day you send out the "P. S." letter which starts off in this manner:

Gentlemen:

We forgot to mention in our letter of yesterday (replying to your inquiry) that one of the most important reasons why you will find _____ so well adapted to your requirements is this; (here the

seller went on to bring up a strong selling point purposely left of first letter. The first letter naturally contained many good selling points, but by cleverly isolating the best and using it as a follow-up, it was found to make an exceptionally strong impression).

You will observe that the foregoing, while it was a follow-up, is cleverly worded so as to appear quite the opposite. What it did accomplish for the seller was a "second crack" at the prospect. Whereas other firms had merely written the inquirer once in response to his request and waited the usual two weeks before sending a follow-up, this seller wisely used the "P. S." plan, got in a second shot at the interest of the prospect and made a double impression. Here is the way another seller did it:

Dear Sir:

In thinking over the letter I sent to you yesterday, I noticed that we had failed to inclose the attached "Proof

"Sheet," which has helped so many of our customers.

You will notice that Jones & Williams increased their profits. . . . (here the seller goes on to show, by the testimonials of actual customers, just how much the prospect can make or save by taking on the product. The "Proof Sheet" is really a single sheet with the reproductions of some four testimonial letters that are unusually convincing, giving facts and figures which talk.)

In the foregoing the seller simply injected a new thought which called for an added circular. In the following, however, the "P. S." idea is applied to a seller who uses the plan for the purpose of being sure the inquirer reads the literature sent with first letter. It is often realized, in sales work, that the mere sending of a catalog or booklet or other printed matter does not mean it will get the right sort of attention. Sometimes it is as important to "sell" the prospect on

the idea of reading the printed matter as it is to "sell him the product."

Gentlemen:

There was a slight error in the letter which we wrote you yesterday. We forgot to call your attention to Page 16 of the catalog. Some particularly interesting (here the inquirer was made to want to see page 16 with the result that he looked up catalog and either took renewed interest in the matter of buying, or, if he had laid the catalog aside to "take up later" this second letter proved a reminder and awakened renewed interest in the proposition. This is a fine point for many an inquiry dies not because the prospect is not interested but because he has put the matter to one side for later consideration and then forgotten all about it until it is too late to bring back his original interest).

Being a good plan, basically, the "P. S." idea need not be limited to merely bringing up some new selling point or

revive interest in something previously mailed to inquirer. It can be used to aid salesmen. Here is a case where it was used to prevent the prospective purchaser from buying of some competitor until "our salesman got around." Probably you have lost quite a few sales through the fact that, before your salesman arrived on the scene, the salesman of some competitor had "gotten there first" and sold the inquirer. The following is used to prevent such a happening insofar as possible.

Dear Sir:

We overlooked mentioning in our letter of November 12, that there are certain points covering our product and prices which we have not brought up by reason of the fact that our salesman intends to call on you in the very near future and can discuss these with you in person.

Because you will be agreeably surprised with the information this salesman has to bring you, may we suggest that you place no order until you have at least had a chance to talk with him? He will be with you (here the seller can say "within a few days" or "in about a week" or "inside forty-eight hours")

Another manufacturer found the "P. S." idea good as a means of getting requests for his salesman to call, although he wisely refrained from stressing the word "salesman" and used, instead, "Merchandising Counsel."

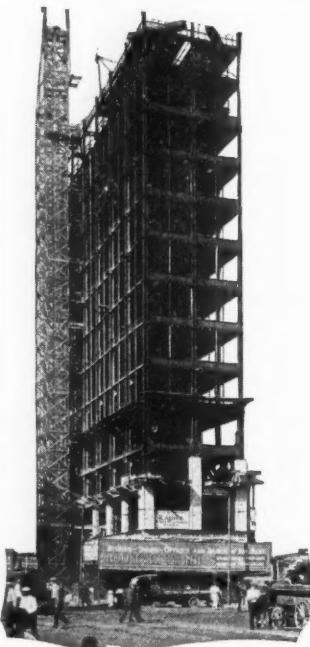
Gentlemen:

We have been thinking over your inquiry and our reply of yesterday and the more we think about it from your angle, the more we suggest that you simply return the enclosed stamped postal and have our Mr. Williams drop in and see you. What you want to do is to build up your sales and that is Mr. Williams' specialty for he is a merchandising counsel; he can suggest, from his experience with other dealers, just how you might bring 75 new customers into your store next week: bring back some of those old customers whose faces you have not seen recently, show you how customers can be induced to make two purchases when, ordinarily, they would just stop at one and lose you the extra profit. It won't take you a moment to return enclosed card—do it right now, while you think of it. If Mr. Williams has some suggestions that will make money for you, you want to know what they are. Return card.

I could go on and give you a hundred different ways where this "P. S." plan has been successful. But you can see for yourself how easily it will fit in your own follow-up. It enables you, for one thing, to write a very short first letter to the inquiry; a letter that simply stops with "selling the prospect" the idea of reading the literature. Then, the very next day, without appearing as a follow-up, you can "shoot your second round" and put into this letter more facts because the prospect by this time has some idea of your product and you can talk to him from that viewpoint. You can use this idea to discourage a prospect from putting the "letter to one side" and forgetting it as often happens to the first letter in reply to an inquiry.

Roosevelt Building

The new Roosevelt Building rises 12 stories above the busiest street intersection in the city.



New Opportunity in Indianapolis!

For national manufacturers and retail organizations to open branches in Indianapolis—

The Roosevelt Building is nearing completion. By December 1st some of the finest retail locations in Indianapolis will be available, right in the heart of the retail district, at the busiest street intersection in the city.

This is an unequalled opportunity for national manufacturers and national retail selling organizations to open branch stores in Indianapolis.

Indianapolis is growing and prospering mightily. Retail business is good. It is getting better. These wonderful new locations are an opportunity you should not miss.

Write to The Indianapolis News for information about the present opportunity. We'll be glad to co-operate with you.

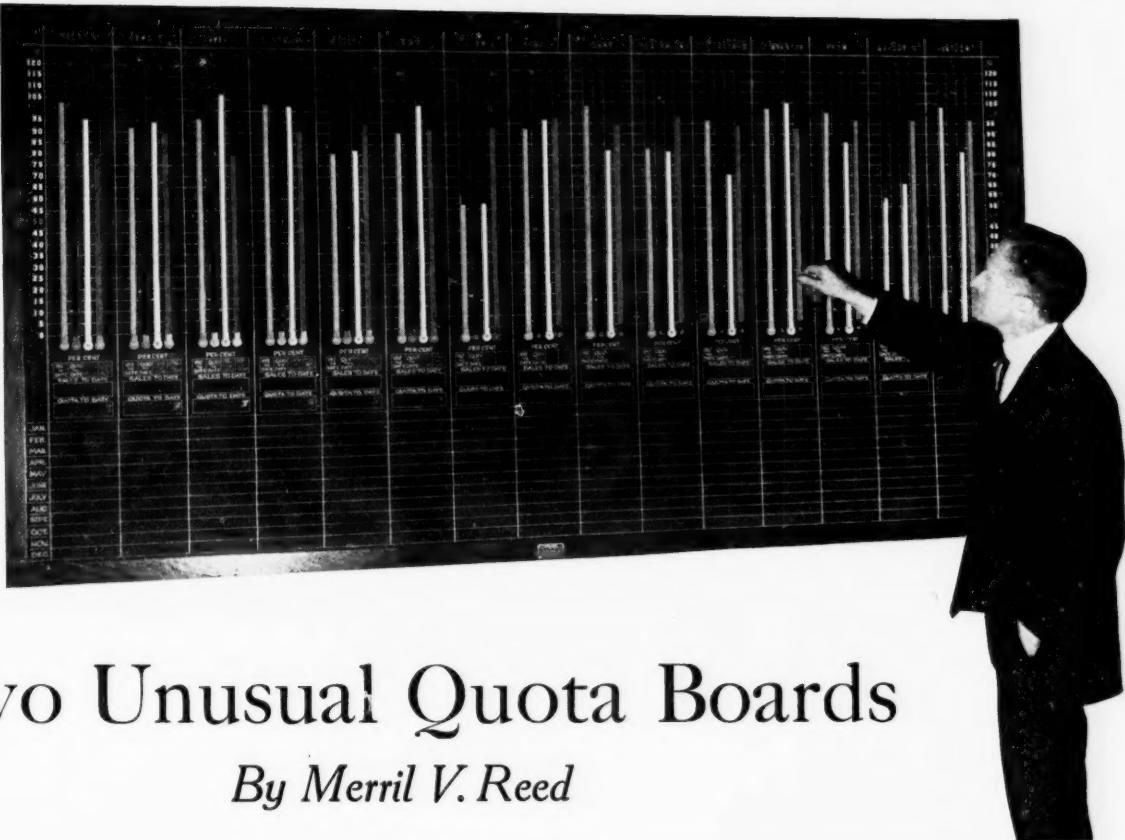
The Indianapolis News

FRANK T. CARROLL, Advertising Manager

New York Office
DAN A. CARROLL, 150 Nassau St.

Chicago Office
J. E. LUTZ, The Tower Bldg.

Use Newspapers on a Three Year Basis



Two Unusual Quota Boards

By Merril V. Reed

THIS chart of ours has been in use less than six months. But already it has made possible an increase in sales of as much as thirty to forty per cent, in the case of some men and some branches. And better still, it has proved to us where our weak spots are—and we are rapidly taking up the slack all along the line."

The speaker was Mr. James O. Martinhoff, sales manager of the New York & Brooklyn Casket Company, whose graphic chart has attracted the attention of a number of sales managers in New York. I had called upon him to find out for the readers of SALES MANAGEMENT how this chart worked and what it actually accomplished. I found him enthusiastic over the results obtained since July 1st, when the twenty salesmen and four branches of the company went up "on the boards."

The chart itself is four and one-half by six feet in size, arranged to show at a glance the complete daily, monthly and yearly standing of not only twenty salesmen, but the New York, Brooklyn and Harlem branches and the factory sales standing as well. Mounted by hinges on the wall of Mr. Martinhoff's office, it can be swung up against the partition and out of the way, or projected out across the end of the office for easy reference. While for use at directors' meetings it can be quickly removed and set up wherever desired.

"In the upper half of each of the twenty-four units," said Mr. Martinhoff, "you will note that we show the daily standing of the salesmen, or branch, in six divisions of his work by those six thermometers. Graded from 0 to 300 points, they give us an index of sales on "caskets," "hardware," "dry goods," and "sundries;" also "collections" and "new

customers." Using chalk corresponding to the color on the bulb of each thermometer, we mark up each man's results from the daily sales reports, and in the seventh thermometer summarize his total or average standing. The salesman's quota for the month is chalked up under each thermometer. For instance, Mr. H. B. Tator there has a quota for November of 87 points in "caskets," 28 in "hardware," 28 in "dry goods," 16 in "sundries," 5 in "collections" and 1 in "new customers." Making his total for the month 165 points."

"Do the men know what these quota points represent in volume of sales?" I asked.

"No. Positively not. The quotas are set each month on the basis of the corresponding month last year. And we use our own index in arriving at the number of points which represents each man's quota. That index may vary at any time, and is not necessarily the same for each man or each branch. As a matter of fact, I have switched the index for some of these quotas nearly every month. And as a result, while the men know that they are over or below their quota, they cannot tell from the chart what any man's volume is—what he is making in dollars and cents. That, I think, is essential in the case of a chart that goes into as much detail as this one."

The lower half of each unit of the chart is arranged to show monthly and yearly standing. In the left portion are twelve columns, representing the months of the year, graded from 0 to 300 points. Each month's quota is marked by a yellow chalk line. The performance that month, carried forward from the record above, is filled in with blue. Thus, if a man goes over his quota for the month, the blue column rises above the yellow

quota mark. While if he falls short, a gap between the two colors tells the story. At the head of this set of columns, spaces are provided for a record of "Contest," "Quota" and "Made," the latter showing by figures what the chalked columns below indicate.

Occupying the right half of this lower section are six circles, each one representing the yearly summary of the previous graphs. Each circle is divided horizontally to represent 100% of quota. A yellow segment below this line indicates that the man made a corresponding per cent less than quota. A green segment above indicates a gain. And the actual figures are shown in spaces provided opposite each circle.

Thus at any time, reference to these columns shows where each man on the force stands—his daily average for the current month, the gains or losses of previous months, and his yearly standing for as many years as the records go between 1921 and 1927.

"Why has the chart been so instrumental in increasing sales? Why do you prefer it to loose leaf records, cards, or other forms of sales records?" were questions for which Mr. Martinhoff was prepared.

"That chart not only analyzes the weak points and strong points of every man and every branch in our organization, but it helps us capitalize on this knowledge in a way that I do not think possible with the usual kind of records. For instance, until recently the three divisions of our line indicated on the chart as "hardware," "dry goods" and "sundries" did not figure largely in our sales. But when the men were able to visualize through this chart what other men were adding to their volume by pushing these portions of the line, they caught the

OF INTEREST TO
**SALES
MANAGERS**

**THE
MERTON
PLACEMENT
ASSOCIATION**

(*Bevan Lawson, President*)

offers to the business world a method of selecting employees through judgment of their natural aptitudes in a manner which is soundly practical. Apart from previous training and experience, the *Merton Method of Vocational Selection*, demands that in the selection of SALES MEN there should be evidences of possession of the following basic faculties which are considered in the order of importance as named:

OBSERVATION

is on the look-out—alert for anything that may be of advantage—amasses information—notes events for future use.

LANGUAGE

expresses ideas and purposes—is the means of gaining and storing information—creates and holds interest.

SYNTHESIS

assembles facts—draws quick conclusions—prompts speedy judgment and dynamic action.

IMAGINATION

visions possibilities—mentally builds ideas and opportunities—prompts initiative and originality.

BELIEF AND CONFIDENCE

accepts as possible something not yet in operation—promotes ventures in the field of accomplishment.

ENTHUSIASM

preserves optimism, and lends expression to vigor and intensity.

The above are purely the fundamentals of salesmanship. All men possess other attributes also, but to be successful a salesman should have the above as background for his further capacities.

**THE MERTON METHOD
OF VOCATIONAL SELECTION**

Recognizes These Evidences
Rates Them in Proper Order
and

Only Those Are Submitted
Who Are Potentially Capable

**NO CHARGE WHATEVER
TO THE EMPLOYER**

and only the regular fees provided for under the laws of New York State for Employment Agency Service are required from those who are placed.

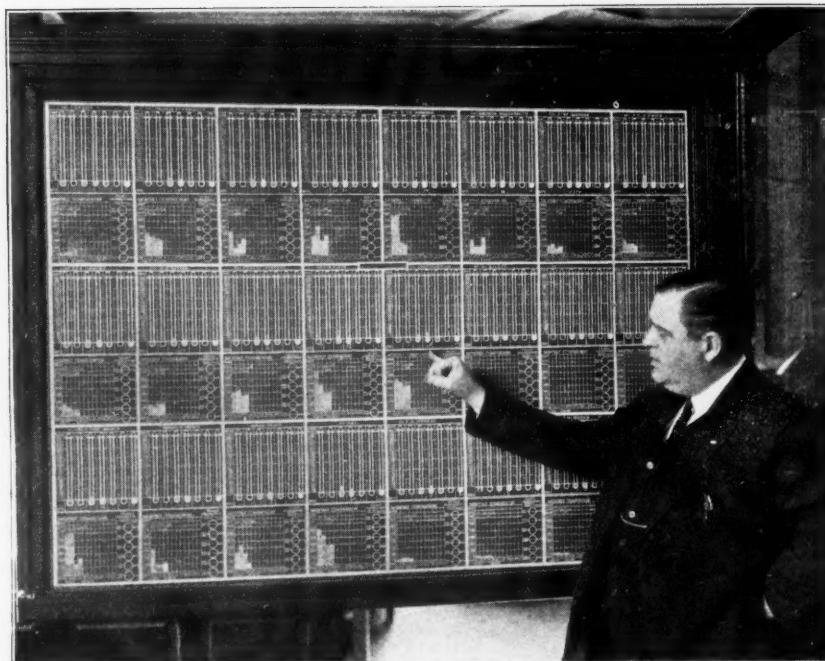
When in Need of Salesmen
WRITE OR PHONE
(Murray Hill 4599)

MERTON PLACEMENT ASS'N

—Incorporated Agency—

**331 MADISON AVENUE
New York City**

BEVAN LAWSON, President



This board shows at a glance not only the comparative standing of each salesman, but his daily average for the current month; the gains or losses of previous months and his yearly standing for several years back

point. And our volume on these divisions has increased sharply.

"Furthermore, our customers have caught the spirit of the contest—for after all, that's what the chart makes of the entire selling year. We operate chiefly in states immediately surrounding New York and consequently have frequent visits from customers. It is surprising how the word spreads and how much interest they take in the chart. Then, when the salesman makes his next call, they give him a good word for his high rating, or kid him a little in case he is below average for the month—either of which gets under the salesman's skin, and accomplishes some good. We all like praise and dislike to be prodded, I've noticed.

"Finally, although the chart is a new venture for the company, it has proved very interesting to some of the directors who are particularly interested in efficiency methods. And the facts it brings out are plainly evident when presented in this way at directors' meetings."

Another form of sales chart, which in its first year has been extremely valuable in analyzing not only sales standing but also the relation of shipments to sales, is that used by the silk firm of Johnson-Cowdin-Emmerich, Inc., of 38 E. 30th St., New York. This chart was devised by and is under the direction of Mr. J. W. Geary, assistant sales manager.

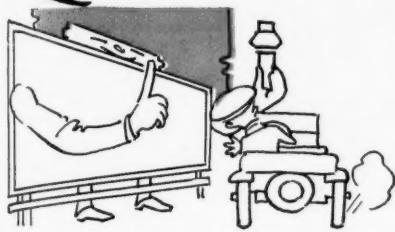
As demonstrated by Mr. Geary, it consists of two boards, each containing fifteen units. Each unit includes four thermometer columns for indicating percentage standings; below which are spaces provided on the black board for figures showing "Sales to Date," "Quota to Date," and monthly sales figures for the entire year. These thirty units provide space for records not only of individual salesmen, but of company and city sales as well. Each board, substantially framed, is 44 inches by eight feet in size.

Mr. Geary has added a dash of local color by using colored silk ribbons to mark the percentage figures in the four columns provided for that purpose. At the top and bottom of each thermometer column, a staple driven partially into the board makes an eye through which the ribbon runs, fastened end to end and making a loop 24 inches in height. Exactly half of this ribbon band is colored, representing the mercury column. The other half consisting of a black tape, separated at one end from the ribbon by a two inch elastic strip, harmonizes with the black background of the board. Thus the juncture of the black and colored bands marks the height of the "mercury" in the "tube." This can be set by simply pulling more or less of the colored section around to the front of the loop. The elastic strip gives sufficient stretch to the loop to prevent binding at the staples, and maintains a uniform tension on the entire loop.

"We have used the percentage system for our chart," said Mr. Geary, "showing by the four thermometer tubes—(1) sales to date, compared to 1921 total sales; (2) quota to date; (3) quota secured to date for current month; (4) orders shipped. This last gives us a valuable record for comparison with factory production."

Louisville visitors will be glad to learn that two new hotels are being planned for this progressive southern city. The Seelbach interests, who have long operated the Seelbach Hotel there, are planning another hotel, work on which is to start very soon. It will be located at Third and Guthrie Streets. J. Graham Brown, a Louisville lumberman and capitalist, also plans the erection of a new hotel at Broadway and Fourth streets, to cost in the neighborhood of three and a half million dollars.

ADVERTISING Your Sales Plan



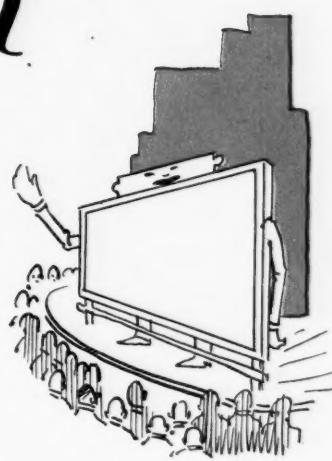
If you sell an automobile accessory to the automobile manufacturer and want to knock his eye out



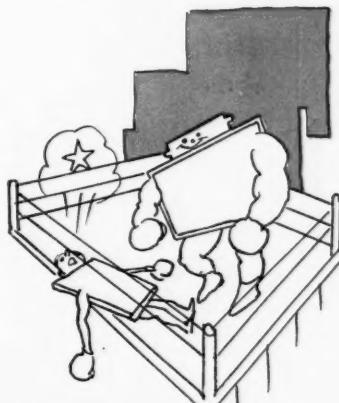
If you want to get under the skin of the neighborhood retailer by putting your advertisement in herculean size right in front of him



If you are managing your sales scientifically and are zoning your mass selling



If you believe that a good little ad isn't good enough to beat a good big ad

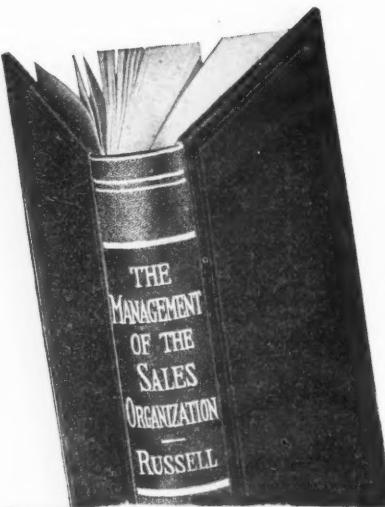


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A practical guide for the sales manager

THIS book—just off the press—is a sound and interesting manual of personnel practice for the executive who wants to get the most out of his selling force.

The Management of the Sales Organization

By Frederic A. Russell

227 pages, $5\frac{1}{2}$ x 8, \$2.50 postpaid

THE sales executive will find this book a thoroughly practical and intensive treatment of the biggest problem in sales management—the control of the men who make up the selling force.

It is liberally illustrated with examples of successful personnel practice and shows just how America's representative business houses select and train their salesmen—how they equip them for the field—how territory is assigned and the men compensated. It discusses the advantages and disadvantages of contests, conventions and conferences—tells what part letters, bulletins and house organs play in educating and inspiring the salesman, and offers many helpful suggestions in regard to getting the co-operation of the salesman in making out reports.

Chapter Headings

- | | |
|--------------------------------|-----------------------------------|
| I. Introductory. | VI. Compensation. |
| II. The Selection of Salesmen. | VII. Contests. |
| III. The Salesman's Training. | VIII. Conventions and Conferences |
| IV. Equipment. | IX. Letters, Bulletins, etc. |
| V. Territory. | X. Salesmen's Reports and Letters |

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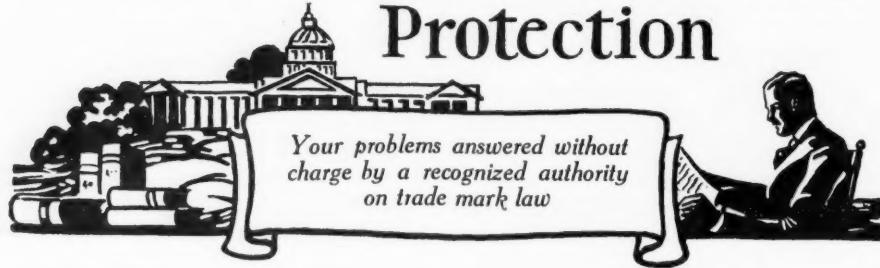
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Official Position _____

Name of Company _____

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Trade Mark and Good Will Protection



Exclusive Order Blanks and Sales Forms

Canton, Ohio—Would it, in your estimation, be practicable to trade-mark our order blanks, sales forms, etc., with the idea of preventing imitation of certain features? We are, at this juncture, the more anxious to establish exclusive rights in these printed mediums because we are considering the introduction for use in connection with sales to ultimate consumers of a novel new contract form with special features adapted to selling on the partial payment or installment plan. Your advice on the whole subject of protecting original ideas in "sales paper" would be appreciated.—B. M. Co.

There is no question but what sales forms, contract blanks, etc., may, if characterized by the element of originality, enjoy a certain amount of protection under our national laws but, as it happens, not much need be expected from the trade-mark system. The reason for this is that the subject or support of a trade-mark must be an article of commerce or, more strictly speaking, an article of manufacture passing in trade. And the user or consumer of such an article is not conceived to be, at one and the same time, a trader and a consumer. A printer or manufacturer of order blanks or sales forms, or even a dealer in this paraphernalia of selling might readily enough obtain governmental credentials to use a trade-mark on the sales slips, or what not, that he supplies (presumably in quantity) for the use of others. But the user of sales forms, even though he does his own printing, is in a somewhat different position.

As luck would have it, the attitude of official Washington on this technical question was revealed especially clearly about the time that this inquiry came to hand. The latest precedent grew out of the effort of All American Cables, Incorporated, to register as a trade-mark for telegraph blanks and cable blanks the words "All American Cables" arranged in a circle. The question at issue was whether the blanks came within the meaning of goods and merchandise as such terms are used in the statutes. The fundamental principle had been tested before but the latest applicant gave it a new twist. The cable company, in its representations at the U. S. Patent Office, contended that because the blanks, each with its message on it, are sold, therefore the blanks themselves are used in commerce and are goods or merchandise.

Despite this new slant, the U. S. Examiner of Trade-Marks held that a transaction of the kind above indicated is not a sale of the goods within the meaning of the trade-mark statute. When the case was appealed to the U. S. Commissioner of Patents he upheld his subordinate. He said that it was not conceded that the blanks are sold in bulk

like wrappers for articles or bags in which the merchant places goods to be sold but that the only possible sale was in connection with the message. Analyzing that participation in commerce, the chief umpire commented that the blanks or forms "are but an incident of the sale," if it may be deemed a sale, of the messages placed upon them. It seemed plain to him, he added, that this is not a use of the blanks as articles of manufacture or as goods which are sold. Thus, there is added a clinching veto to the earlier rulings which have held that printed stationery, insurance policies, mortgages, etc., are not open to trademark.

For all that sales forms, order blanks, receipts for partial payments, etc., are denied the trade-mark status that some sales managers covet, there would appear to be no reason why all such printed instruments should not enjoy practical protection via the copyright law. It is conceivable that sales forms may be so artistic as to be accepted without question at the Copyright Office, Library of Congress, Washington, D. C., as "connected with the fine arts." Or, if not, the sales forms that can qualify as "pertaining to an article of manufacture" may be copyrighted as "prints" at the U. S. Patent Office. If the latter course is in prospect, one word of caution to the sales manager may not be amiss. So that the sales form shall surely be eligible, it is desirable that the printed matter it carries be something more than a mere address card. To bear witness that the form or blank really and truly "pertains" to an article of manufacture it were well if copy embodies some description of the merchandise—an element of advertising, if you please.

"The first paragraph of your letter gave me a shock in that you advise me that my subscription to SALES MANAGEMENT had not been renewed, and my answer to that is enclosed herewith in the form of a check covering renewal. It is not my intention nor has it been to discontinue the magazine. It is entirely too valuable and I would not part with it for quite some consideration. If you think I don't read everything that you put in it, then try me out some time."—C. F. Collman, Sales Mgr., The H. A. Marr Grocery Co.

"While I do not get time to read 'SALES MANAGEMENT' as carefully as I would like, I do find articles therein that are more than worth the price of a year's subscription."—James L. Dalton, president, The Dalton Adding Machine Company.

Keeping customers is more important than getting customers

GETTING new customers is one thing; keeping old customers is another. The technique is different. They say it's easier to become a champion than to retain the honor. This editorial-advertisement presents an interesting sidelight on this problem.

By WILLIAM FEATHER

THE only man who ever fired me was the late John H. Patterson, head of the National Cash Register Company. But he fired so many men, including vice presidents who were drawing \$75,000 a year, that I have always felt that there was a certain distinction in my achievement.

Up to the time I went into business for myself I was able to satisfy my other employers, and I am bold enough to think I could have remained permanently with any of them.

When I became an owner of a business I continued to regard my customers as my employers. I have never changed this attitude.

If I fail to satisfy them I expect to be fired.

I think this is the attitude which every business house should take toward its customers. Buyers are firing sellers all the time, and the buyers don't know it. They say "he quit." But why did "he quit?"

I have found it easier to keep an old customer than it is to get a new one.

The entire aim of business as I see it is to take care of customers on the books, and to add new ones as new equipment is added.

To read the current announcements of

professional advertising men one would gather that the sole function of advertising is its power to produce new business.

I have been trying to write a form of advertising that will keep old customers "sold."

This advertising takes the form of a house magazine.

William Feather house magazines are different. They are written in a human, easy-to-read style, but without any of the jargon or cheap "pep" talk so common to house magazines.

Do you see the need of placing such a friendly, human, printed message on the desks of your customers and prospective customers each month? The William Feather organization will do this for you, taking care of the complete job of writing, editing and printing, with a minimum of supervision on your part. And the entire cost will be only six to eight cents per copy.

The best way to know whether you will like or can use our service is to send for a sample of our own publication — THE WILLIAM FEATHER MAGAZINE — and samples of magazines we are now producing for others.

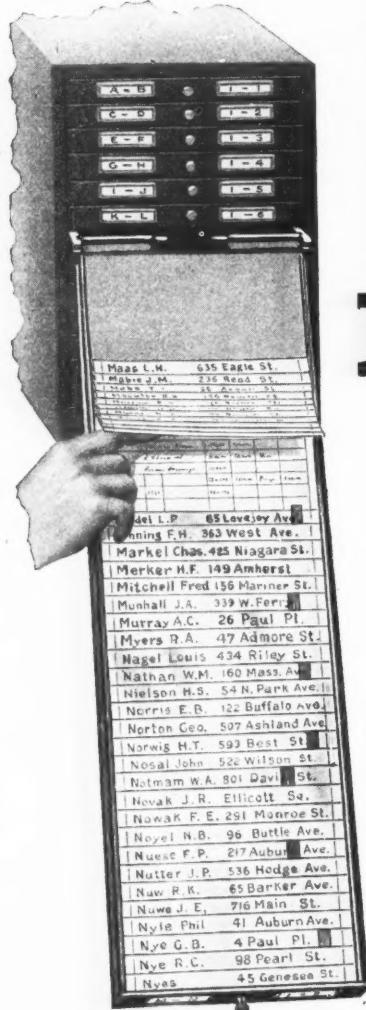
The William Feather Company

611 Caxton Building

Cleveland, Ohio



Rand Equipment in use in Sales Dept. of Larned, Carter & Co., Detroit, Mfrs. of famous Headlight Brand of Overalls. Similar outfits are used in Perth Amboy, N. J., and St. Louis, Mo., offices also.



How Larned, Carter & Co. Solved a Big "Headlight" Overall Sales Problem

MAINTAINING up-to-the-minute contact with thousands of dealers" on all phases of their "Headlight" Overall marketing problem, was the aim of Larned, Carter & Company—but complete success was defeated due to the difficulty of obtaining complete management-guiding information.

A solution was sought—their sales officials made careful investigation. The stumbling block was found to be their method of recording and abstracting sales information. The result was the placing of all their sales records in Rand Visible (Traco) Cabinets. Now information "stares them in the face"—but let them tell in their own way what they accomplished with

RAND

Visualized and Picturized Sales Records

"The combination of your visualized records, and the picturing of facts by the use of colored signals, has helped us immensely.

"We are particularly impressed with the number of facts which are so distinctly and easily indicated by the colored signals. It is no longer necessary for us to guess about sales conditions. Our Rand Records reflect a true picture of the status of each account which makes possible prompt and intelligent sales promotion work for reviving old accounts or developing new customers."

LARNED, CARTER & CO.

Let Us Help Solve Your Sales Problem

Fundamentally all sales problems are the same—though the business is different. What RAND Visualized and Picturized Sales Records have done for Larned, Carter & Company can be done for you. You already collect valuable sales data and record it. Now, what you need is the proper means of abstracting the management information these records contain. This can be done by making your records visible, then forcefully signalling or graphically picturing every condition, so that intelligent and timely action can be taken.

Send for free booklet "Sales Control," or call in a RAND representative in your city.



RAND COMPANY, INC.

612 Rand Building

North Tonawanda, N. Y.

RAND

Visible Control
Business Records

Personality of the Salesman Carries More Weight Than the Prestige of the House

(Continued from page 152)

ing skill of the salesman. It was trading skill against trading skill. There were no prices established, and you can remember when you bartered on price in every store that you went into. You tried to get ten dollars knocked off from the price of your suit of clothes. But the public became tired of this, and with the new era in business we do not hesitate to pay the price if we are sold on the prestige and the service of the house. There is no longer any quibbling over price, quality, or quantity. In fact the big department stores can't bargain—they haven't the facilities for bargaining, and they depend on their service and prestige to get the buying confidence of the public.

"As to the Blue Sky salesmen, mentioned by my honorable opponent, these fellows haven't any personality in the best sense of the word. Personality includes character. And when a real salesman is applying for a position one of the first things that he inquires about, is the prestige and the service that the house in question has to back him up with.

"The methods used in the sale of specialties and staples vary. I know a specialty salesman who had been traveling for years with a well known house, and when another house that was not known offered him an increase of thirty-three and one-third per cent in commissions, he fell for the bait, thinking that he was going to get rich. He stayed out just three months for the new house, and then came back to his old employer for a job, saying that he couldn't sell the other line, because his customers had no faith in the new organization; that they preferred to buy from a house that had prestige and a reputation for service.

A Sales Organization Is Like a Foot Ball Team

"Recently, I was talking with the distributor for a well known automobile tire, located in Minneapolis. I put this very question to him. 'I have little competition in the northwest,' he replied, 'because this tire and house is favorably known. I wouldn't take a chance, under any consideration on an unknown brand. I couldn't put it over.'

"A selling organization is exactly like a football team, the success of the team depends on the spirit of the whole team—on team work—not on star performers, and the team is the house and the house, the team."

Ray Warren spoke one minute in rebuttal, driving home the point that to the customer the salesman is the house, and that his personality impresses itself on the customer as the personality of the house.

The judges demurred refusing to render a decision fearing as they stated, that they might settle the question for all time. A rising vote was called, the majority of the members of the Chicago Executive's Club voting in favor of the negative.

Zonite Drive on Boston Gets Quick Distribution

Whirlwind sales campaign, backed by spectacular local advertising, "lines up" sixty per cent of dealers in less than thirty days

BOSTON Commons echoed last month with the opening guns of a sales campaign which will shortly sweep the whole country. It is an international campaign to introduce "Zonite," a new antiseptic, by the Zonite Products Company of New York. It is said by old timers in the drug trade to be "the biggest, most compelling and comprehensive campaign of recent years." Practically every angle of advertising and selling that can be used to force quick distribution is being employed, and early returns presage most gratifying results.

At the head of the Zonite Products Company is Mr. G. F. Willis, of Atlanta, formerly president of International Proprietaries, Inc.

"Boston was chosen as the try-out market for our campaign," said Mr. Willis, "because we regard it as the best barometer of the nation. It has a large cosmopolitan population representing practically all nationalities, yet most fortunate in possessing a great majority of native Americans. The results in this territory should be indicative of every walk of life and every section of the country."

Newspaper Advertising Pulls

"The campaign opened late in October after months of careful preparatory work. In four weeks," stated Mr. Willis, "more than 100,000 bottles of Zonite had been sold and distributed in the city alone, as a result of advertising in Boston newspapers."

As a result, the salesmen were unable to operate into the surrounding territory. The demand was making such inroads on stocks that the company was experiencing acute difficulty in satisfying dealers' orders. The writer checked up a number of Boston drug stores while the campaign was in full swing and found that they could not take care of the demand for the 50c bottles of Zonite, and were selling all the dollar size they could secure from the distributor.

The campaign consists, briefly, of the following elements:

(1) *Distributors:* One jobber is given exclusive distributing rights in each major territory. In Massachusetts and Rhode Island, for instance, the Eastern Drug Company of Boston acts as distributing agent. Mr. Willis very emphatically favors a concentrated distribution arrangement of this sort to that of distribution through all jobbers, or several, in a territory.

(2) *Campaign to Dealers:* Every druggist in New England has received, or will as his territory is opened up, a three page letter from Mr. Willis, explaining the nature of the campaign and advising that

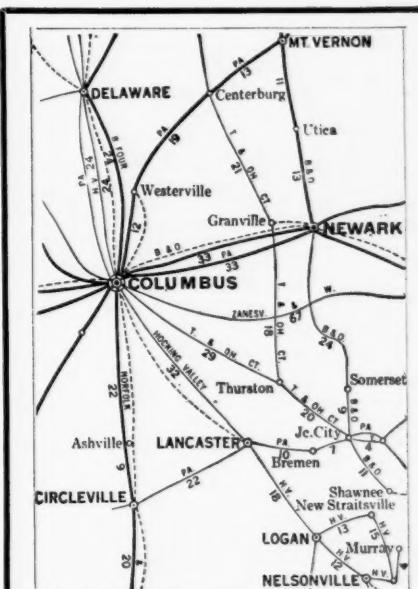
the Zonite Dealer Portfolio is on the way. A special introductory offer is included in this letter.

The dealer portfolio, Mr. Willis admits, is the best single salesman the company employs. It is beautifully lithographed in eight colors, and in 20 pages it tells the complete story of Zonite, featuring the newspaper campaign, each ad in which is here reproduced in half to quarter size. In addition, it sells the druggist on the dealer helps, with illustrations of the various window trims and displays. It shows the type of outdoor advertising to be used. On the final page it points the way to increased business which the druggist can secure from the sale not alone of Zonite, but of the supplementary medicated gauze, adhesive tape and cotton. A return post card order blank meets the dealer's eye at this spot! This portfolio, 12x15 inches, is mailed under first class postage—for 24 cents. Awarded second prize this summer in a contest at the Direct Mail Association convention in Cincinnati, the portfolio was given a high rating by advertising experts even before it went into action. It has since proved to be a big factor in winning the dealers.

Salesmen Followed the Portfolios

Eight Zonite salesmen arrived in Boston on the heels of the portfolio, and commenced work with the dealers, educating them to the nature and quality of the product, lining up window displays, and closing the five special introductory deals. These deals ranged from 3½ dozen to 7 gross bottles, including a limited free goods offer effective for one month only. (The campaign is not being conducted on a consignment basis, nor with a continuous offer of free goods.) In addition to these eight men, 35 salesmen from the Eastern Drug Company took the field, following up contacts established during the years this company has been jobbing to New England druggists.

(3) *Consumer Campaign:* While the basis of the campaign to the public is widespread, "blanketing" newspaper advertising, a most important factor is the Zonite booklet. This is a 36 page, profusely illustrated booklet. A copy is inclosed in the dealer portfolios, and each dealer in addition is to receive a stock to take care of requests that will materialize through the advertising. These booklets are now being sent by first class mail from the New York office to every home in New England. Names and addresses are being secured from phone books. It is the intention of the company to place one in every home in the land, so far as practicable, before the American campaign is completed. More than



Section of Ohio Map

A MAP SECRET!

Do you know that our new Wall Map and Atlas, compiled from 1920 Census figures show more than 3,000 new towns due to the change and growth of the country since the 1910 census? The change is so great that a map with figures from the 1910 census has historical value only, and for the sales managers' use is as antiquated as the stage coach.

Blum's Commercial Atlas

is exclusively designed for sales managers and shows at a glance:

The worth while towns
Most effective routing
Expense of covering the territory
Price, Linen paper, 17x22 in. - - \$25.00
Junior Edition, 12x14 in. - - \$15.00

Wall Map of U. S.

Our wall map gives a birds' eye view of the entire country and its sales possibilities. It is especially adapted for interstate routing. Mounted on either linen, compo board or cork. Size 84x60 inches.
Price \$20 upward, according to mounting.

Pocket Edition of U. S. Map

showing every town from 20,000 up, 20x30 in., 75c—29x37 in., \$1.50.

Pocket Edition

Our pocket map is designed for the exclusive use of traveling men and shows the following:

Railroad systems and distances between towns.

It differentiates between main lines and branch lines.

It differentiates, by means of type style, between towns of 25,000, 5,000 to 25,000 and less than 5,000.

It gives the latest population of each town together with a key showing the location of the towns.

It gives the leading commercial hotels and hotel rates.

It classifies the towns—whether they are industrial, agricultural, university, suburban or mining towns.

It gives the leading industries of each town in the order of their importance. Price 25c each—at Hotels and Stationers.

Ask for Catalog

BLUM MAP CO.

3 West 29th Street, New York City

"Nobody today advocates altering the baseball diamond because Ty Cobb can steal more bases than Babe Ruth. Nor does anyone seriously contend that anything worth while would be gained by decreasing the advertising agent's commission. On the contrary, just as longer bases would act against the slower men, so any reduction in commissions would still further disadvantage the small advertiser."

"Our Idea"

"Bad judgment—free—is the most expensive commodity in the world. Good judgment—at any price—the least expensive."

"Our Idea"

"Service, without judgment, is pills without a doctor—the bigger the dose the wronger the medicine!"

"Our Idea"

"Just as a beginner in polo is so conscious of the fact he is on a horse that he gives little thought to the ball, so the average business man adjusts with infinite care to his own taste an advertisement intended for an absolutely different type of reader."

"Our Idea"

"Our idea is that a bright young copy man flitting like a butterfly from socks to cigars and back to compressed prunes in prudent packages is about as economically valuable as a twelve year old girl driving a fire truck through the city streets."

"Our Idea"

THESE are samples of the text of "Our Idea," a very small book that we shall be glad to send without charge to any reader of "Sales Management." You will find it a short, simple, straightforward statement on a number of questions that never seem to get settled. For your copy—with any obligation whatever—a postal to

Goode & Berrien
~~BERRIEN COMPANY~~

INCORPORATED 19 WEST 44th STREET
ADVERTISING NEW YORK CITY



272,000 have been mailed to homes in the Boston metropolitan territory—350,000 to the surrounding cities. In all, the company plans to distribute 20,000,000.

Full page advertisements appearing for four consecutive days started the newspaper campaign, in the *Post*, *Globe*, *American*, *Herald-Traveller*, *Telegram* and *Transcript*. Copy in the introductory campaign runs for 38 days, varying from full pages to smaller spaces, for a schedule of approximately 33,000 lines in practically all the Boston and greater New England papers.

An interesting story hinges on this initial advertisement. It is headed "Is There a Greater War Story Than This?" The copy treated historically the discovery and use of the Carrel-Dakin solution, and its importance to health in peace as in war. And it is not expressly written for the purpose of selling Zonite, but rather for its publicity and educational value. In fact, the word "Zonite" was used only once, and then toward the end of the advertisement. It had not been anticipated that calls for Zonite would come in from the preliminary advertising for eight or ten days. Yet immediately after the appearance of this page, more than twenty druggists called up Boston wholesalers asking where Zonite could be secured to take care of the requests already coming in. In four days a distribution of nearly 3,000 bottles a day had been secured over the drug store counters of metropolitan Boston.

Windows Easy to Secure

Three hundred window displays were placed just after the start of the campaign, and several hundred more were secured in the first month. Generally speaking the Boston dealers were glad to co-operate and no difficulty was experienced in getting space. Several newspapers co-operated in this phase of the campaign with their merchandising service, helping to line up the dealers and put in the trims.

"Zonite" is also to be flashed from the top of the Walker Building, visible from Scollay Square to Boylston and beyond, in letters 26 feet high, with a moving message in letters 6 feet high. Similar signs will be placed in other cities as the campaign develops. In the meantime, painted, illuminated signs are doing duty on strategic points throughout the city. In addition, a schedule for 24 sheet posters calls for a representative showing three months in the spring, and again in the fall.

As a result of the campaign 98% of the drug trade of New England has been reached in the first 30 days, and over 60% has taken advantage of the introductory offers, with many orders much in excess of the special offers, and many re-orders coming in already. With the completion in Brooklyn of the new factory, which will have a capacity of 48,500 bottles daily, it will be possible to continue into other territories. Already the campaign into outlying New England territory is getting under way. At the time this was written (November 18) word had just come in that three men opening in Providence had sold 10,000 bottles the first day in that city.

What Will Be the Future Form of Advertising Agency Compensation?

By Carl J. Balliett

Vice-President, The Vick Chemical Company, Greensboro, N. C.

There are few questions more interesting to sales managers at this moment than the matter of advertising agency compensation. It is much more than a matter of method of payment, for it involves the whole problem of advertising agency relations.

I HAVE read Mr. Salisbury's articles on advertising agency relations.

This open discussion of questions which publishers ordinarily avoid, for fear of "incurring the wrath of the gods," is certainly a good thing for all parties concerned.

There is evidence that the agencies themselves are not entirely pleased with things as they are. I am informed that their campaign to establish the 15% differential as a standard rate of pay for agency service has completely collapsed. The result is a chaotic condition.

While this interim between the old shattered system and a new satisfactory method of compensation continues, it appears that neither the advertiser nor the agency has any idea what agency service is worth. You can get some part or parts or all of agency service quoted at anywhere from 2% on the amount placed, up to 15%, and the additional complications of monthly service fees, profits on art work and engravings, and other odds and ends do so thoroughly befog the issue now that to the astute business man the whole situation looks suspicious and unsatisfactory.

Holds Agency Service Professional

In view of the fact that no association of newspaper publishers has heretofore dared to come out and say that the 15% differential is not a proper fixed compensation for advertising agency service, it is interesting to note that the Special Committee of the Southern Newspaper Publishers' Association, which was appointed last July to investigate this subject, has just come out with a report in which it is flatly stated that the differential is not the proper or logical method of compensation. This committee holds that the agent should get his pay for copy and planning service from the advertiser. Whatever he gets from the publisher should be only a compensation for developing new business for the publisher. The 15% which he is now getting for this promotional service, the report states, is too much. But the committee believes that the agent should not rebate any part of his 15% to any other person, and that if he does so, he is a rebater and a rate-cutter.

Having made these important and very logical discoveries, the S. N. P. A. Committee discretely ducks the issue. It weakly states that it is not in a position to put any reform into effect, and that matters should be allowed to stand as they are for the present, except that the publisher should forego the advertising of a long list of advertisers who do not

employ an advertising agency, including my own firm, the Vick Chemical Co.

Of course, the obvious conclusion which the investigating committee of the Southern Newspaper Publishers' Association should have met fairly and squarely is a net rate card and a differential to advertising agencies only on such new business as they do bring in to the newspapers.

I know it is true, as Mr. Salisbury points out, that the primary object of the agency business is the billing, and this will continue to be so as long as the agency is paid by any sort of percentage of the billing to the client.

What will be the future form of agency compensation? It is a difficult question, consideration of which reveals the fact that agency service is a professional service, to be likened to the individual service of an artist, an author, a lawyer, a diagnostician, or an engineer. The compensation cannot be correctly based on the amount of dollars expended. It can be correctly based on the amount of time and attention required. It would seem to me that no agent could quote a proper annual fee for handling any account until he had made up his campaign plan, outlining all its details. Then he could easily estimate his overhead and production costs and add on a net profit percentage.

Such a system would necessarily eliminate the bidding of agencies against each other, but in what profession is any such competitive bidding to be found? Advertising agency work is a special professional service and the work of no one agency can be identical in its character and results with the work of any other individual agency. The client should be attracted to any agency by the quality of its service and should be prepared to pay for such service the cost thereof, plus a reasonable—even generous—profit to the agency.

Wants the "Fee" Basis

I believe that the first good agency which will divest itself entirely of all right to and argument for the 15% system and which will come out frankly upon a professional basis and sell its services on that basis, will at one stroke rid itself of every possible suspicion of self interest, graft, or dishonesty and will set itself upon a plane where its services can be compared with any other organization, only on the basis of sheer merit, and WILL GET THE BUSINESS.

And as a last general observation, I want to point out the fact that the S. N. P. A. Committee report proves logically enough that the present agency differential is a payment definitely for serv-

ice in producing new business for the newspapers. If this is admitted to be a correct principle, then it must be admitted in the next breath that any national account which has been developed for the newspapers by the advertiser or manufacturer himself, and not only without the assistance of, but against the opposition of the advertising agent, and which account has never employed an advertising agency, should not be compelled to pay any higher rate for publication space than the rate that is paid for the advertising of other competing commodities that are handled by advertising agents.

Believes Present Method of Compensation Best

By H. H. Squires

Adv. Mgr., Hinde & Dauch Paper Co.

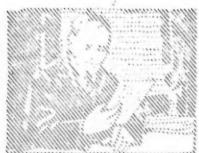
Referring to Mr. Salisbury's articles, I have some very definite views on the present method of agency compensation and the strenuous efforts now being made to change it.

To begin with, I can conceive of no situation in which the agency will not find it to its advantage to increase the advertiser's appropriation. Consequently, it would seem to be destined to remain forever, as it is now, an advertising solicitor—probably the most effective one the publisher can possibly engage.

Secondly, knowing something of human nature and still more of the stress of competition, I am convinced that the agency will always receive, from one source or another, compensation for his efforts in selling space, and if that is so, all these hysterical reformers can do is to produce a situation in which the agency will receive pay from both buyer and seller.

I believe our difficulty has been in failing to recognize the agent as the representative of the publisher and the agency service received as being supplied, and properly supplied, by the publication which is really charging for it in its rate.

I have no faith whatever in the theory that with the disappearance of the commission system, magazines and papers will automatically reduce their rates correspondingly. Neither do I think all of them will ever cease to pay the agent something for his eminent service to them, even though that something be in addition to his retainer from the advertiser.



EDITORIAL

A Time for Prudence and Foresight

There is an alarming tendency on the part of sellers to "bulb" the market, and bring about a rising market scare. Many houses are sending out letters to the trade withdrawing prices. Others are deliberately raising prices far beyond the fluctuations in raw materials, resulting from the car shortage and the tariff. Any sales manager who advocates price raises at this time is playing with fire. We repeat, what we have plainly stated for several months past, that this is no time to raise prices. It is no time to stage a "boom." It is no time to scare the market with rising price talk. Some raw materials have advanced. Labor costs have advanced. Coal is higher. But if you can possibly absorb these increased costs do so. If you cannot, raise prices only enough to cover the actual increase. In other words, make your plans for a long steady pull in the sales department, and don't discount a boom market. No boom is in sight. On the contrary it is generally believed that the present good business will let down considerably early in the new year. The sales department that goes into the new year with inflated prices, a cock-sure sales policy, and a take-it-or-leave-it sales attitude is going to find itself in rough waters.

—o—

Mergers and the Sales Manager

As this is being written J. Ogden Armour is reported as being in Washington in an endeavor to secure the sanction of the government for a merger of the Armour and Morris interests. Hardly a day goes by but what the financial columns do not carry the news of mergers or rumors of mergers. The trend is toward bigness; the elimination of administrative expense through consolidation. It is a trend that sales managers should thoughtfully consider, for sooner or later it will affect every one in sales work.

No better illustration of how it affects the sales manager can be found than what happened when the Barrett organization was merged with the National Aniline and Chemical Co., The Semet Process Co., The General Chemical Co., The Solvay Process Company and The Atmospheric Nitrogen Company to make the \$250,000,000 Allied Chemical and Dye Corporation under the presidency of Orlando F. Weber. When this organization was effected there were 850 persons employed in the main offices and plant of the Barrett Company. The axe descended. Out of the 850 only two hundred remained. And it is openly said that everyone who drew a salary of over \$5,000 a year was among the first to lose his head. In place of a number of sales managers located in dif-

ferent districts, each a czar in his own little kingdom, the whole sales program was centered in one general sales manager located in New York, just as the manufacturing program was centered under a production manager located in New York, and the financial functions centered in a treasurer located in New York. These three executives in turn reported to a vice-president and general manager, who was responsible for the operation of the business as a whole to the president of the holding company.

If the Armour-Morris merger goes through the same thing will probably happen. In place of a host of lesser sales managers, authority and responsibility will be centered in some one man, whose capacity for larger responsibility has been demonstrated. In place of paying minor salaries to dozens of sales managers, one big salary will be paid to one man. This is the age old story of mergers—economy of operation through the elimination of executive overhead.

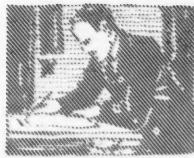
To the lesser men who are replaced in the process it seems most unfair and cold-blooded. Perhaps it is. But it is business. To the sales manager who has done his work well, and who has paid his way and more besides, it seems a gastly mistake. He can cite case after case where conditions make necessary a man of independent judgment holding his position, but history shows that all too often these obstacles melt away before the sheer weight of the merged enterprises. We might as well be frank with ourselves—as the tendency to merge grows, the gap between the man of marked capacity and the man of average capacity widens. In other words, you have to decide whether you are going to be the man at the top, or one of the crowd at the bottom.

A Lesson that Bankers Should Take to Heart

Richard Spillane, writing in The Philadelphia Public Ledger, tells about a manufacturer of farm implements who was caught in the panic of 1921. He had to go to the bank for money to carry on. The banker looked over his operating statement, scanned his assets, and provided the money provided certain retrenchments would be made. One of these "retrenchments" was getting rid of the sales organization.

The business pulled through, just as many others have done. Better days are here. But this manufacturer cannot take advantage of them because he has no distributing machinery in existence. Of course, he is making desperate efforts to build up a sales organization, but so far with little success. His competitors in the meantime are capturing his markets. How much better off this company would

COMMENT



be if its officials had had backbone enough to have "sold" the bankers on allowing it to keep at least the skeleton of a sales organization, so that when business did pick up they would be in a position to take advantage of it. But like so many others this man was awed by the mahogany furniture and the stone faces of the bankers. He was so glad to get the money that nothing else mattered.

If there is any lesson to be learned from the experience of the past two years it is to make sound banking connections. If you are doing business with an ultra-conservative bank change over to a more progressive institution. We are by no means out of the woods yet. Another business depression is not only possible but probable—almost certain if prices keep jumping. When it comes be sure that you won't be placed at the tender mercies of a banker who doesn't believe in advertising; who looks upon salesmen as a luxury; and who reduces expenses by combining the positions of sales manager and traffic manager.

—o—

The A. N. A. Sets Out to Reform the Agency Business

In a general letter to the publishers of the United States, dated November 15th, the Association of National Advertisers, states quite frankly that the present system whereby the advertising agent is paid by the publisher is all wrong, and proceeds to prove that the publisher is paying for something he isn't getting—namely the development of new accounts. According to statistics submitted the new advertising accounts developed by agencies for the years 1920 and 1921 averaged less than one-third of an account per agency, and in the first half of the year 1922, one-tenth of an account per agency. "Here then," says the A. N. A., "is a grave waste of money. Who is paying for it? It is apparent to advertisers that there is no justification for them to continue to do so; and it ought to be apparent to the publishers that the hundreds of thousands of dollars they pay agencies in commissions for the presumable creation of new accounts is money which hasn't been earned."

"Sales Management" holds no brief for the advertising agent. It is quite awake to the flaws of the present system of compensation. And like everyone else who has the best interests of better advertising at heart, we hope that some ideal plan may eventually be worked out. But we regard the plan advocated by the A. N. A.—by which the agent is to be paid "a fee mutually agreed upon" by the advertiser—as being visionary and unsound. Any attempt to enforce such a basis of compensation by the boycotting of

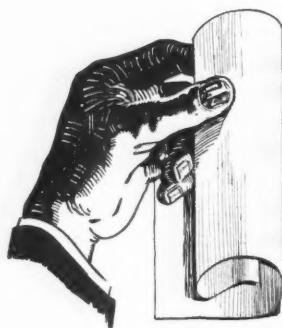
publisher-paid agencies would result in the disintegration of existing agencies.

If the A. N. A. thinks that by eliminating agency commissions advertisers would effect a saving on the net of their appropriation it is badly mistaken. On the contrary, the net cost of space to the advertiser would be considerably greater. Why? Because the publisher is no different from any other business man; he can succeed only as his advertisers succeed. He is not interested in getting new accounts nearly as much as he is in making the advertising of his present customers more profitable. If the existing form of agency relations were changed and agents compelled to bid against each other on a fee basis instead of on a service basis, publishers would be forced to put in their own service departments, add to their selling and clerical staff, and absorb thousands of dollars in bad debts. A properly conducted service department costs at least 25% to operate, and that burden would have to be carried by the advertiser, regardless of whether he employed outside counsel or not. Thus you would have the very uneconomical result of a dozen publications each getting up plans and copy, whereas this is now done only once.

It is very interesting to theorize on this question of agency compensation. It makes sparkling conversation. But we are confronted with a fact, not a theory. And the fact is that it would be almost an impossibility for the agent to get compensation from advertisers that would be commensurate with what publishers are now paying him.

It has been found in the real estate business, for instance, that it is almost impossible to get a buyer to pay the agent's commission. But when the commission is included in the selling price and passed on to the buyer, the agent encounters little, if any, resistance. This is easy to understand. And the same principle applies in handling the agent's fees in the buying and selling of advertising space.

Any curtailment of compensation would necessarily mean a curtailment of service, for the present net profits in the agency business are no greater, if not less, than the principals are capable of making in other fields of endeavor. If you drive your most capable men out of the field, the whole advertising business will suffer, and advertising will soon degenerate into an aimless, purposeless affair that would soon undermine its very existence. What advertising is today, it is because of our present agency system. Whatever the faults of that system may be, they cannot be corrected by "a fee mutually agreed upon" between the advertiser and the agent. It sounds beautiful. It looks beautiful. But—it won't work.



Transfer

*To Permanent Signs
that have helped
Build Big Business*

Combining a steadfast brilliance of color with perfect uniformity — at a cost far more economical than the perishable printed and laborious hand-painted sign —

DECALCOMANIE *"Goes on Forever"*

— Carrying on practically every store window, into every home and every office, the permanent and ever-repeating message of advertising good will.

— An appeal, the value of which has not been overlooked by America's leading manufacturers of tobacco products, foodstuffs, typewriters and other business machines, pianos, phonographs, toys and numerous other articles of merit.

Decalcomanie is so inexpensive that every concern can use it to good advantage.

For advertisers, we have a non-obligating, free sketch offer.

For advertising agents, we have some very valuable information.

Also send for illustrated literature "S"
and actual Decalcomanie samples to try

PALM, FECHTELER & CO.

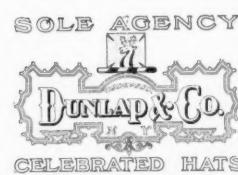
Decalcomanie Pioneers

67 Fifth Avenue, New York

Representatives in all principal cities



BETWEEN THE ACTS
LITTLE CIGARS



How to Size Up a Prospective Sales Manager's Job

By J. George Frederick

President, Business Bourse, New York

This year, perhaps more than any preceding year, sales managers are changing jobs. Some have not been able to stand up under the 1922 strain. Others having made good feel they are capable of bigger responsibilities. What are the things they should consider in considering a new job? In this article Mr. Frederick sets down a few points which he believes are important. In addition to being president of The Business Bourse, he is also treasurer of the New York Sales Manager's Club, and author of "Modern Sales Management" and "Business Research."

I HAVE long believed that this subject is one which merits considerable discussion. As I have for years occupied a sort of position where I see many sales managers in many fields in their relationships and business history, I speak from actual observation when I say that many serious mistakes are made by men who do not sufficiently analyze the job they are offered. Grass always looks greener on the other hill, and before you go with an organization the job may look worth while; whereas when you are actually face to face with it, startling things may appear which virtually change the whole aspect of it and place you in a serious situation.

A man worthy of the name and the profession of sales manager, I am presuming, is beyond mere job-hunting for his bread and butter. If circumstances put his services into the market, I am presuming that he values his future and his reputation sufficiently to want no connection which will not (1) give his ability ample scope (2) provide opportunity to produce results (3) advance him financially (4) add to his reputation.

Professional Job Hoppers

I have seen many men take positions which did nothing but advance them financially (apparently), while they faced, knowingly or unexpectedly, a situation where their ability had no scope, where they were literally prevented from producing results; and as a consequence they added nothing to their reputation and later were the losers even financially. There are some sales managers who defend this adventuring method as "experience" and have faith in their ingenuity to change a muddled job into a real one. Such men hop from one job to another with great ease and have no sense of professional pride concerning it. I admit there are some exceptions, of men who have finally reached really worth while positions in this manner; but for every one of them there are scores of flat failures.

I am for a professional attitude toward a prospective position as sales manager. It will increase respect for sales managers, and breed more men who can measure up to the big job sales managing has come to be. An engineer of ability won't undertake to build a bridge unless he knows that methods he can approve of technically will be used,

and unless he is given the necessary authority as well as responsibility. Even a doctor will resign from a case if the patient refuses to take his advice. Yet some sales managers do not merit the title at all—they are sometimes content to be sales lackeys—and it is mainly because they did not value their own dignity and the dignity of their profession when they accepted the job. They fail first to make an analysis of a job, and, second, stand up for the right amount of authority and organization rank which they know to be necessary to meet the responsibility to be placed upon them.

What Does the Job Require?

It is easy to "make an analysis of the job"—but just what, precisely, does that mean? I herewith list some of the important factors, in the shape of questions which should be answered:

1. What are the requirements of the prospective job in
 - (a) experience
 - (b) personality
 - (c) technique
- In other words, a man's first duty, both to himself and his prospective employer, is to determine what will be required of him; not alone in "pep," "punch," etc., but in more specific detail. A man must be prepared to analyze his own personality with great frankness and humility.

2. What is the organization and political status of the office of sales manager in the prospective organization?

The political factor wrecks more sales managers, perhaps, than any other. Business organizations, in lamentably large numbers of cases, suffer from "nepotism" or "napoleonism" or intrigue, or some other forms of stale-mate even more difficult. These things do not show on the surface, but are tremendously real when you get "inside." Usually there are ways to find out these things—before breaking your heart, losing time and possibly reputation afterward.

3. Who are the controlling heads of the institution and what is their personality, temperament and outlook?

The man or men you must satisfy or sell your plans to in an organization means much to a sales manager's future. They may be square-cut, keen, able business men who know how to judge men and plans; but more often they are idiosyncratic and full of angles. If they require so much time and so much energy

to sell them good plans that there is little left to put them into effect, what's the use? They may be, in fact, men who never will "jibe" with the sales manager; whose standards and business ideals are unacceptable, or whose methods and personal treatment are too far below to make working for them palatable or self-respecting. Personally I wouldn't work for some "bosses" I've known for a million dollars a year; life is too short to spend part of it being a toad!

4. What is the precise authority and responsibility proposed to be placed upon me?

Standard organization principle demands that a man be given authority commensurate with his responsibility; otherwise his title is a misnomer. Innumerable sales managers discover too late that while plenty of responsibility is to be placed upon them, authority is largely withheld. This situation strangles reputation and results. Why not settle this before the job is taken?

5. What is the general trade situation and sales resistance in the company's field, and what is the company's competitive status?

What of the Company's Past?

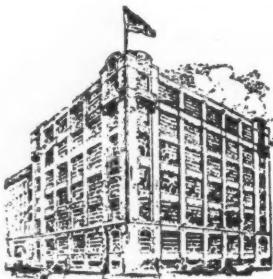
A sales manager's success is far from dependent only on his "pep" and "punch." Why undertake virtual impossibilities? Why, in fact, not know as much as possible beforehand about the degree of sales resistance to be encountered in a given job? It may save your reputation from either an ignominious fall down, or a long, slow development without much return, when you might have picked a much more rapid success job if you had only known the difference between them?

6. What is the company's history and financial status?

Many men accept jobs without even the obvious method of looking up the financial status of the company. It seems incredible, but true. They know even less, sometimes, about the quality of the article involved, which may be a "dud" or a hopelessly inferior one, with an unescapable handicap and little or no future.

7. Who were my predecessors, and why did they leave?

Those who were once connected with a company may have carried away preju-



More than a name and a letterhead

In applying direct mail selling methods to the many phases of your business, protect your results by co-operating with a **responsible** house.

Successful advertisers who deal with us are dealing with a responsible house—an organization that can be depended upon for a permanent business relationship.

We occupy and own our six story steel and concrete building, have facilities for handling the complete mail selling campaign from lists to the follow-up, and our responsibility is indicated by our rating in the credit rating agencies.

Your correspondence is invited relative to plans for promoting sales in a practical way through direct mail methods.

Buckley, Dement & Co.
DIRECT ADVERTISING
Merchandising - Counsel
1300 Jackson Blvd. - Chicago

Here's the Man to increase your sales

An experienced advertising and mail sales promotion manager with seven years of successful experience desires to help a progressive firm increase sales.

Experience embraces preparation of trade paper and direct by mail advertising. Has edited a Sales House Organ, written and planned direct by mail advertising campaigns and is especially strong in giving a sales force the kind of co-operation that secures difficult business.

Connection desired where sales promotion experience, executive ability, sound judgment and energy are needed. Former employers say "absolutely reliable, competent and worth more than a salary of \$3,600." If you have a real opportunity for this man and can offer a responsible, permanent connection, address Box 1250, care Sales Management, 1801 Leland Ave., Chicago, Ill.

WANTED

Sales Manager Vacuum Cleaners

A well known manufacturer of vacuum cleaners has openings in his distributor organizations for sales managers competent to build up resale organizations locally, and resale or dealer distribution in outside territory.

The remuneration will be based on a salary and bonus arrangement which should be very interesting to a man possessing the required qualifications. The possibilities are limited only by his ability to build up distribution.

At the present time such openings exist in Boston, Detroit, Minneapolis, and San Francisco.

Write in complete confidence giving age, experience, education, married or single, and salary received and expected. Address Box 1251, care Sales Management, 1801 Leland Ave., Chicago.

dices; but they may also throw a great light on the situation.

8. Exactly what, from various points of view, will be expected of me by my employers?

Much disappointment arises from unexpressed expectations in the mind of both employer and sales manager, which if more concretely and frankly discussed, would avoid pitfalls and regrets.

9. What is a cool calculation of my chances—

- (a) in getting along with my higher executives
- (b) in reaching the mark which is to be set for me
- (c) in enhancing my professional reputation and in making progress financially for myself?

These are purely personal, selfish considerations; but they mean a great deal to the success of a job, and should be systematically faced and squarely answered.

10. What are the facts about the industry, the market, the article itself, the field conditions and the public attitude?

When a man takes a position he is making an investment in the business he enters. Just as the stockholder and banker stake their capital, so the sales manager stakes his brains and reputation. He definitely puts them in, and it is not an easy or graceful thing to withdraw them once he decides to put them in. Therefore, I believe it just as practical and important for a sales manager to secure the facts about the industry before he *takes the job* as it is for the banker or investor to study the facts before he puts in money.

The Salary Question

11. What definite salary and prosperity sharing arrangement can I secure?

I firmly believe the right professional point of view is to regard salary as secondary. I know the cynics will yawn and say "I'm out for the mazuma first" and all that; but anyone with wisdom in his bean will agree with me. I believe that the right view in sales management is that salary *follows* the results of your ability—like trade follows the flag. If you believe in yourself, it is more important to get a place where your ability has a good chance to function, with an article that has a field, than it is to work politics, pull and personality to land a job, *willy-nilly*, that carries a good salary, but an awful handicap. Handicaps which ability can overcome worry no man; but handicaps which are *immovable* are absolutely deadening to ability, reputation and self-respect.

As in military tactics, it is perfectly sound tactics for a brave general to decline an engagement to fight. A wise general if he can have any choice in the matter—selects his battleground very carefully. And I don't believe a sales manager is as a rule such a poor fish that he cannot afford to wait until he can connect up *right*.

What Sales Managers Should Know About the St. Louis Market

Tactics which sold five car-loads of Eline's chocolate within a month after the sales campaign opened, show what can be done in what is generally supposed to be a conservative market

ONE hot night last summer a sales manager and a crack salesman strolled up Washington Avenue, St. Louis, to look over the town, preparatory to putting on an intensive drive for new accounts.

"Well, it looks as if we picked a lemon," said the sales manager.

"Lemon, well I should say, this is the deadest looking place I ever saw! Here it is nine o'clock and there isn't a soul on the street! These people will never spend the money for our product."

They strolled around the down town section. The more they saw the less they thought of St. Louis. Then one of them stopped a taxi driver and asked him if St. Louis was always as dead looking as it was that night. The taxi driver knew at once they were strangers and told them that the people were all away from the business districts, and offered to take them where there was plenty of "life."

They drove out west to the Grand and Olive district and found several blocks as live and busy looking as Broadway itself. They soon learned that St. Louis couldn't be judged by a stroll of a few blocks away from their hotel.

St. Louis Salesmen to Sell St. Louis

Many sales executives have just as much to learn about St. Louis. We have always heard that breaking into St. Louis was like breaking into a stone wall. One sales manager even said that the people were clannish, conservative, and suspicious. But the many manufacturers who are annually shipping a large volume of business into this market have a different story to tell. It is again the same old story of the salesman who blames his failure on the territory when the fault lies at his own door.

"Hire a St. Louis man to work the St. Louis trade," says an experienced sales manager in the electrical specialty field. "We had three men there in one year, all of whom had been big producers in other territories. They failed signally in St. Louis, but when we sent a St. Louis man back home to handle that territory he soon had St. Louis in the front rank as one of our very best markets."

That St. Louis buyers know what they are about is proven by the reputation this city has among the salesmen who sell stock issues, and oil promotion schemes; this tribe of wandering salesmen devote little time to St. Louis—they prefer the towns further west, where the people seem more inclined to take a chance.

The manufacturer with a product of merit, who will study the St. Louis mar-

ket and go at it with the proper effort and support, need have no fear of St. Louis as a prosperous, steady, and reliable market. St. Louis is not a town of fads and fancies, and for that reason a product once established is hard to drive out. This is proven by the statement of a Chicago manufacturer who established a new product in a number of cities on a try-out campaign. The product proved a failure and it was withdrawn, but long after the other cities had forgotten about this product there was still some demand for it in St. Louis.

St. Louis has apparently stepped behind some cities in growth of population, but this is partially accounted for by the fact that the city limits of St. Louis remain exactly the same as they were in 1876, whereas the average city is constantly adding to and extending its city limits. Within the corporate limits of St. Louis has 772,897 population, but if we step outside this artificial boundary line we can chalk up 952,012 to the credit of St. Louis and not include a single person who is not as much a part of the St. Louis

metropolitan market as those who live within a stone's throw of the Union depot.

A well known manufacturer of toothpaste was surprised to learn that within a short trolley ride of St. Louis his salesmen had overlooked Alton, Illinois, a town supporting 12 drug stores. Another sales manager had made a personal survey of the work done by one of his special crews, and found to his disgust that they had entirely overlooked towns such as Clayton (3,028), Webster Groves (9,474), Kirkwood (4,422), Ferguson (1,874), and smaller places like Over-



land, Maplewood, and others, all within the ten mile limit from St. Louis.

Proving that St. Louis is far from hostile to new products of merit, where a systematic and well planned campaign is carried out. We can point to the recent success of Eline's Chocolates, a new product, absolutely unknown, and without the advantage of an old established trade name to capitalize in its selling efforts.

Regardless of the so-called conservatism of St. Louis merchants, Eline's Chocolates enjoyed a distribution of 71% of all possible package candy outlets exactly twelve days after work had been started. Not a line of advertising appeared until after this distribution had been achieved. Two weeks after distribution had been secured page advertisements were released in the leading St. Louis papers. Five carloads of chocolates were sold during the first month after the sales work started.

Jobbers Very Much on the Job

In this campaign the importance of the jobber was not underestimated, and in laying out the campaign it was planned to enlist the support of the jobbers' salesmen to the utmost. That they have been successful in this is proved by the fact that the two factory salesmen have acted more in the capacity of a flying squadron than salesmen. True, they have been used to fill up holes in distribution, and to sell certain important dealers that might be overlooked by the jobbers' men, but outside of this work the jobbers' salesmen have performed the major portion of the actual work of obtaining distribution. At a luncheon given the jobbers at the beginning of the campaign, nineteen out of a possible thirty-two jobbers were represented. The factory, product, and the campaign of advertising and dealer work were thoroughly sold the jobbers at this luncheon. More than one hundred window displays of Eline's

Chocolates were on view in St. Louis on November 1st.

As this campaign progresses an accurate check of distribution is being kept, so that at all times it can be seen just how the consumer is responding and how the dealers are re-ordering. In selling Eline's the salesmen are provided with a 48-page rotogravure booklet, designed to show the immensity of the plant, and the stability of the concern behind it.

A Hook that Held

The Eline plant in Milwaukee is a classic among factories. The grounds are laid out by a famous landscape gardener, the garage resembles an old English cathedral. Italian marble is used for the floors in the reception room, and the plant as a whole might easily be mistaken for a famous old feudal estate. Armed with a booklet picturing these things the salesman finds it easy to break down the dealer's natural resistance to a new product. With proofs of the advertising, some of which is full page, and a liberal supply of chocolate to be sampled by the dealer, it is no wonder that distribution was obtained in 12 days—an achievement others have required as many years to accomplish.

The final "hook" in the selling plan is the deal which permits the selling of six boxes for the price of five—one box free, in other words. St. Louis has responded quickly to this campaign, because every contingency was looked out for in advance—the market was approached not with the idea of getting the goods in a few stores, and gradually building up a trade, but with the idea of winning the market overnight, so to speak. Reports from St. Louis, as this is being written, seem to indicate that Eline's is now a sizable factor in the chocolate bar business of St. Louis.

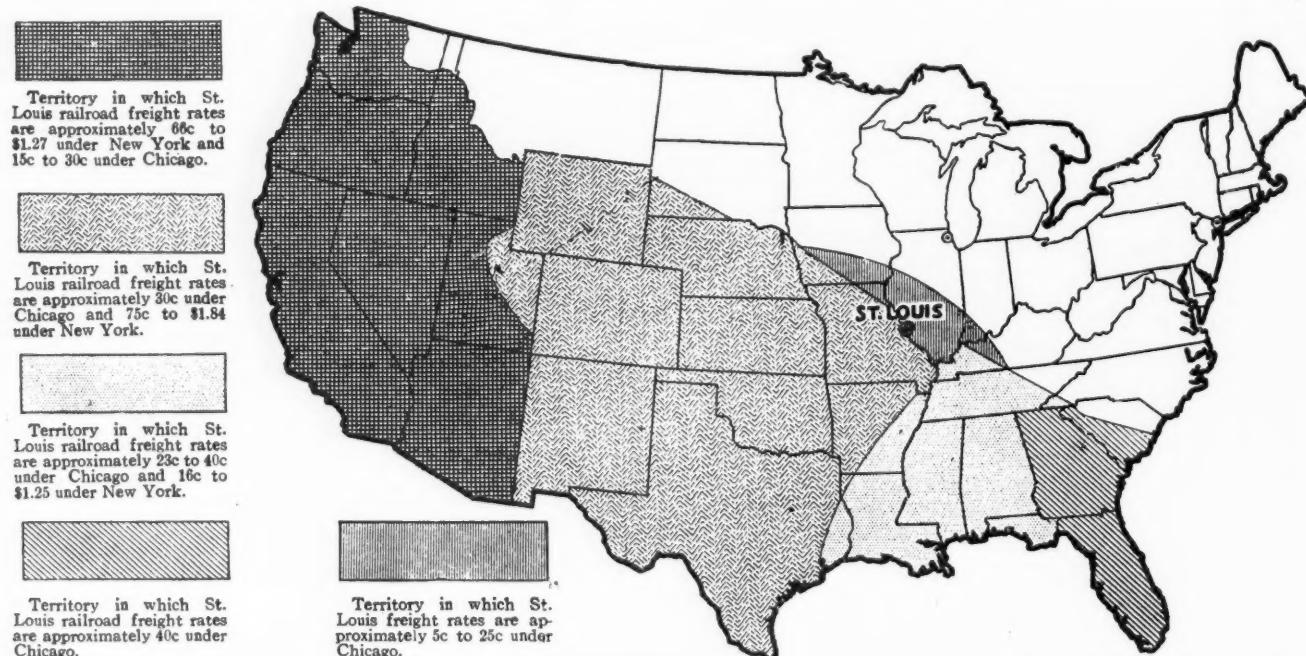
Last winter the Florida Citrus Exchange surveyed the St. Louis market possibilities with a view towards creating a better outlet for their Sealdsweet

Oranges. In approaching the market it was decided to accept the recommendations of the newspaper in planning the drive. A special crew of salesmen and demonstrators was hired by the promotion department of one of the newspapers. These men were routed day by day from the newspaper route lists. Special demonstrations were held while the advertising appeared. When the campaign started Sealdsweet Grapefruit was simply "grapefruit" in St. Louis. Before it had run its course Sealdsweet oranges were not only on sale in a high percentage of possible outlets, but they were commanding a premium over the price of the regular shipments of grapefruit.

St. Louis Likes Substantial Things

St. Louis is not a cheap market, regardless of the impression one might gain from the displays in several of the downtown clothing stores. It seems that St. Louis clothiers have long been engaged in a price war, and in the battle royal to cut each others prices they have fallen into the habit of displaying cheaper lines of clothing, with cut prices prominently featured. Several sales managers have allowed this circumstance to prejudice them against St. Louis as a market for quality lines. It is, however, misleading. St. Louis may not be a market for fads and novelties to the same extent as Chicago or New York, but it demands and will pay for solid, substantial merchandise.

The Western Company, who market Dr. West's Toothbrush and Gainsborough Hair Nets, have enjoyed considerable success in St. Louis after a rather discouraging start on their hair nets. Now they have appointed exclusive jobbers—one in the drug field and another in the dry goods field. Their first sales efforts in St. Louis were more or less haphazard and without any advance planning, the details being left up to the St. Louis sales force. However, when an advertising campaign was determined upon and



The dominance of St. Louis as a jobbing centre is shown by the map above which illustrates the freight rate advantages enjoyed by St. Louis.

Hit the Bull's-Eye!



THE Mississippi Valley market—rich, prosperous, responsive—offers a worthy target for national advertisers.

St. Louis is its bull's-eye geographically and commercially.

Hit the bull's-eye! Concentrate sales work and advertising *first* in St. Louis for two reasons—(1) results obtained from this metropolitan market alone justify the effort, and (2) the demand thus established in the city becomes a powerful factor later in influencing small-town dealer acceptance.

Sell St. Louis *thoroughly* at minimum cost by advertising in the leading evening newspapers that *thoroughly* cover the city with negligible duplication in circulation.

Necessarily on the List—

THE ST. LOUIS STAR

don't say "Paper"—say "STAR"

Trade Mark Registered

National Advertising Representatives

STORY, BROOKS & FINLEY

New York Chicago Philadelphia
Los Angeles San Francisco

A Tom-Cat Taught a Salesman a Valuable Lesson

A GOOD many years ago a salesman was having too many cancellations of orders which he had worked hard to get. One day while observing a tom-cat begging for its dinner—in contrast with its attitude after its stomach was filled—this salesman learned what was wrong with his own “get away” or “fade out,” and corrected the trouble.

This same salesman borrowed some ideas from the stage—some from the methods of successful trial lawyers—and adapted them to salesmanship. He even delved into criminology because it is virtually a public clinic of human motives and emotions.

This salesman is William Maxwell, “America’s Best Known Sales Manager.” His rich experience, combined with that of sixteen other well known executives, is now available to you in a highly practical course of instruction. It will interest not only salesmen and sales executives, but also every other man who appreciates the importance of knowing how to sell himself and his ideas.

Find Out—FREE

At your request, we will send you—free—two important booklets together with Mr. Maxwell’s Self-Analysis Chart which enables you to find out certain facts about yourself that may surprise you.

Special Notice to Employers

Without charge to anyone, we are glad to place responsible employers in touch with salesmen and sales executives who have demonstrated their intelligence, industry and powers of application. This service is not available to employers whose financial responsibility is doubtful, nor to those engaged in questionable enterprises.

The William Maxwell Institute

William Maxwell Institute,
405 Second Nat. Bank Bldg.,
Orange, N. J., U. S. A.

Please send me without charge or obligation your Self-Analysis Chart and the booklet, “How to Sell Yourself.”

(Name)

(Street and No.)

(City and State)



The St. Louis Sky Line is Typical of the Modern, Progressive Spirit of the City Itself

the jobbers assured of definite co-operation in newspaper publicity and with window displays, the dealers responded cordially to these products, and if the number of window displays on view is any criterion by which to judge a campaign, we can say that the Western Company have no cause for complaint.

Another successful campaign that not only sold goods in St. Louis but built up good-will was the campaign on Spring Step Rubber Heels, carried out by the United States Rubber Company during September and October. The newspaper copy for this campaign was so designed and written that it had a sort of two edged selling appeal. First it was designed to appeal to the consumer and induce them to demand Spring Step Heels. A secondary, but equally important appeal, was the appeal to the shoe repair men and cobblers by calling the public's attention to the faithful and efficient services offered by the men who repair shoes.

The selling campaign was handled by a special crew of nine men under the direct supervision of a crew-manager right on the ground. Every shoe repair shop was visited and a strict record maintained of whether or not a sale was made. Following a thorough coverage of St. Louis five of these men were sent into the adjoining Missouri and Illinois territories.

B. S. Morris of the United States Rubber Company says that St. Louis has not proven a hard market and attributes the success of this campaign to the thorough manner in which the trade was worked and to the value of the newspaper campaign which ran in the *Star*, *Post Dispatch*, *Globe-Democrat*, and one foreign language newspaper, *Il Pensiero*.

More than 500 dealers and repair men were stocked with Spring-Step Heels prior to the opening of the newspaper campaign, proving, as Mr. Morris says, “That St. Louis is appreciative of any good product when assurance is given that an advertising campaign sufficient to interest the consumer is going to be run.”

An interesting development of business has been brought about by outdoor advertising, used in connection with newspaper space in St. Louis, by the Valecia Evaporated Milk Co., whose entire business was formerly on private brand milk. When they selected the name Golden Key Milk for their own product they started to lay plans for a permanent market in

St. Louis. First they ascertained localities in St. Louis that were liable to consume the largest quantities of evaporated milk. In each of these neighborhoods a large painted wall sign was used to feature Golden Key Milk. These signs not only brought the brand to the attention of the consumer, but served to help sell the merchants.

Supplementing the walls a posting campaign was started in May, 1922—then again another campaign which started in September and is to run through December. Newspaper advertising as a reminder of the various uses of Golden Key Milk have also been used, and so far the campaign has brought such profitable results that it is planned to double the appropriation for outdoor advertising next year.

St. Louis offers a wonderful market for many food products, provided they are properly merchandised. As an indication of this, we recently saw a tabulation of distribution on a widely used line of food products. The leading brand enjoyed 83% distribution. The next brand in volume of sales had but 36% distribution. Only three others had more than 20% distribution, yet there were 29 brands on the market—a great opportunity for some manufacturer.

Buyers from the stores in the smaller towns in the entire southeast, southwest, and part of the group of states to the west of St. Louis, look upon St. Louis just as the department store buyers of the larger cities look upon New York. Thousands of buyers who visit New York once a year, or once every two years, make several trips a year to St. Louis. It is here they get merchandising ideas. Goods on display in St. Louis stores are noted by these buyers, and when your salesman arrives in small towns anywhere from the middle of Illinois to the Rio Grande, and from the Carolinas to the Rocky Mountains, buyers are apt to be influenced by what they saw in St. Louis.

Five specialty men can complete a canvass of the grocery trade in St. Louis in thirty days, if they are carefully routed and the time required for calls is not excessive. Some of the newspapers maintain files of available salesmen who are acquainted in various lines in St. Louis and who have participated in specialty campaigns.

Sales tactics are gradually undergoing a change. Time was when national ad-



KICK the Question out of Your St. Louis Sales Problems.

Get the Facts!

Priceless information, gathered by an organization of experienced merchandise men who know St. Louis jobbers and retailers through years of intimate contact, is available to seriously interested institutions which put their problems before the Merchandising Service Department of the St. Louis Post-Dispatch.

Conference or correspondence with the Post-Dispatch will eliminate weeks or months of expensive preliminary experiments.

Advertisers—local and national—use more space in the Post-Dispatch than in any other St. Louis newspaper, and in many important classifications more than all others combined, because the St. Louis circulation of the Daily Post-Dispatch alone approximately equals the combined St. Louis circulations of the morning and one other evening newspaper, and exceeds both other evening newspapers combined by approximately 40,000, and because the Sunday Post-Dispatch has the biggest circulation between Chicago and the Pacific Ocean.

*St. Louis is an Evening Newspaper Town
and the Post-Dispatch is the Newspaper*

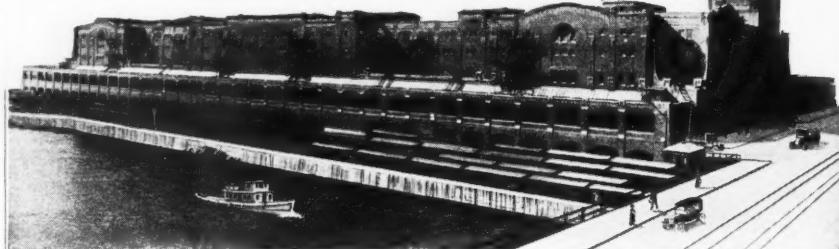
ST. LOUIS POST-DISPATCH

First in St. Louis

A loose-leaf binder of "Information About St. Louis" will be sent free, while the supply lasts, to anyone earnestly considering entering the St. Louis Market.

Forward-Looking Sales Managers

Make This Mammoth Plant Their Chicago Warehouse



Here they store stocks for immediate deliveries to their Chicago customers or for reshipments to their Mid-Western clientele.

Their Chicago Sales Representatives spend their time in selling, not in distribution detail. The Largest Public Warehousing Unit West of the Atlantic Seaboard is their warehouse and shipping rooms, and does the distributing job at far less cost and with much more efficiency than they could do it themselves.

Meet the keen competition in this market with assurance. You, too, can save Time, Money and Worry, as well as enjoy more sales and a bigger margin of profit by using Chicago's Big Downtown Warehouse in simplifying your distribution problems in the Middle West.

Let us know your particular need. Write us now; we know how.
Considerate—Efficient—Economical—Reliable.

Western Warehousing Company

Polk Street Terminal : Pennsylvania System : Chicago

Harrison 6350

Wilson V. Little, Supt.

The Woodstock Typewriter

Have a letter written on any of the standard makes of typewriters.

Then have the same letter written on a Woodstock.

Ask any competent critic to pick out the neatest letter.

The reason is built in the machine.

(Ask for demonstration)

Woodstock Typewriter Co.

33 North Dearborn Street
Chicago, U. S. A.



vertising was used almost exclusively to put over new products or to bolster up sales of old ones. Much of the value of this advertising was lost because distribution was spread out over too wide an area, rather than being built up compactly. Now the most progressive concerns are going in more and more for intensive drives in various sales centers, taking one city at a time and not leaving it until a desirable market is created.

Gebhardt's Chile Meat was sold haphazardly over a large territory for many years. Outside the well established markets for Chile products this concern had a scattered business. After four years of work in St. Louis their sales were handicapped by only 10% distribution. Six years more brought it up to 35%. During the last two years they have increased this distribution to 70%. Thus we see that in two years distribution has doubled. Sales by jobbers have doubled with the distribution, proving that the business is being held.

What brought about this increase the past two years? In 1921 a 10,000 line campaign was used in connection with a special sales campaign where extra salesmen were engaged to work the trade thoroughly. Another similar campaign has just been completed wherein a loose-knit scheme or distribution has been thoroughly tied together, so that Gebhardt's Chile Meat will enjoy a permanent outlet in St. Louis. Sales campaigns cannot be built on the "ready-cut" basis. They are being planned today by the keenest merchandisers to fit each locality. Jobbing conditions, dealers, and even consumers, differ in localities. Salesmen may not always unearth these differences—more often than not they will sense the difficulties, but soon reconcile themselves to blaming it on conditions, or claiming that the town is impossible. The merchandising men employed by the average newspaper of today know their markets. They know what has been done, and have been warned by the failures. Their help has been invaluable, both before, during, and after a sales drive.

As a central point from which to conduct sales campaigns St. Louis holds a unique position. Twelve-hundred package cars leave St. Louis daily. Stocks maintained in St. Louis offer a quick means of distribution over a wide territory. St. Louis jobbers are well established, and jobbing connections there form a basis from which to cover a wide territory.

River traffic is at last being revived on the Mississippi. A recent cargo shipped down the river was made up of eight steel barges, the total capacity being equal to that of 533 freight cars. Freight savings alone of the barge lines operating out of St. Louis last year amounted to more than \$800,000. Six steel tow-boats, and forty steel barges now operate out of St. Louis. The freight savings by means of river shipments will soon be a talking point in selling, and sales managers who are establishing stocks of merchandise in various parts of the country will do well to look into the present and future possibilities of this service.

Your Turnover From Four Viewpoints

III. The Wholesaler's

Between you and the retailer is a man whose friendships, facilities, knowledge, and credit control many valuable outlets for your product. All his business, including a considerable share of yours, depends on the service he gives his retailers. Turnover is the life and soul of it.

All the assistance you can give the wholesaler toward increasing his turnover will redound to your profit.

You make that assistance most effective by having a stock at his command, so to speak, in warehouses operated by companies associated with Distribution Service, Inc.

Doing so cuts down the wholesaler's investment in stocks and buildings, enabling him to turn more capital and surplus into sales-effort, thereby increasing your turnover. Behind the stock he carries are your warehoused reserves, which enable him to meet contingencies without additional distribution expense.

There are many other phases, which we would be glad to discuss at your convenience. Dictate a note now, asking that a fully-informed man call.

Distribution Service, Inc.

One Two Three W. Madison St.
Chicago, Ill.



Warehousing Is An *Essential* Part of Distribution

The following concerns have warehouses which are modern, fully equipped, capably managed. Each is at the strategic center of a rich, distinct distributive area. Used collectively they are the backbone of your national distribution system. In groups or singly, they form the best possible backing for a sales and advertising campaign.

BIRMINGHAM

Harris Transfer & Warehouse Co.

CHICAGO

Currier-Lee Warehouse Co.

CLEVELAND

Ninth Street Terminal Warehouse Co.

DENVER

The Weicker Transfer & Storage Co.

DETROIT

Merchants Warehouse Co.

EL PASO

International Warehouse Co.

FORT WORTH

Binyon-O'Keefe Fireproof Storage Co.

HOUSTON

Binyon-O'Keefe Fireproof Storage Co.

KANSAS CITY

Central Storage Co.

LOS ANGELES

Union Terminal Warehouse Co.

LOUISVILLE

Louisville Public Warehouse Co.

NEW YORK

Bush Terminal Co.

OMAHA

Gordon Fireproof Warehouse & Van Co.

PHILADELPHIA

Terminal Warehouse & Transfer Co.

PORLAND

Oregon Transfer Co.

SAN FRANCISCO

San Francisco Warehouse Co.

ST. LOUIS

S. N. Long Warehouse

ST. PAUL—MINNEAPOLIS

Central Warehouse Co.

Advertising dominance for \$25,000 to \$50,000

It has been years since we have heard of ADVERTISING DOMINANCE being linked with sums under a hundred thousand dollars.

Yet today the average manufacturer who spent \$25,000 to \$50,000 in a carefully planned and well executed window and store display campaign would secure the competitive advantages of advertising dominance.

Furthermore, he would get advance orders for merchandise, quick consumer sales with resulting dealer reorders.

His advertising would follow exactly the channels of his distribution. It would appear at the point of final sale—a tremendous advantage.

The space is free, the "circulation" a complete coverage of the territory. But the plan must be handled with a complete knowledge of this specialized field of advertising.

"ADVERTISING WHERE THE GOODS ARE SOLD"

CARL PERCY
INCORPORATED

METROPOLITAN TOWER, NEW YORK CITY

Telephone Ashland 1947



A Salesman's Model Workshop

(Continued from page 144)

advantage. Here are telephones, desks, individual prospect files, maps, charts, bulletins, and sales-helps of all kinds. If a salesman wishes to know the price of a competing car, to refer to a piece of factory advertising copy, to obtain statistics on the industry, to learn new lists of parts, to study approved methods of selling, or to know the latest gossip in the trade news, he finds what he wants right here on these bulletin boards. The sales-record boards show him at a glance just how he and all the other salesmen stand for the month or for the past six months.

"Every morning promptly at 8:30 we call the roll and every salesman is expected to be in his place. Then I give them a little 'pep talk' or call their attention to new prices, used car conditions, or the like and send them to work.

"One evening a week we have a meeting of all the Hupmobile salesmen in the city, including, besides our own, those of eleven other Hup dealers. I or one of the other sales managers act as instructor and we have a regular sales school. Frequently we have an informal debate on how best to answer certain questions that prospects have asked salesmen. The meetings begin at eight o'clock sharp and close just as promptly at nine. No matter how busy we may be, when nine o'clock comes any man in the audience is at liberty to call out 'Nine o'clock,' and we stop right there.

Big Salary Contest Prize

"Sales contests of the usual variety are used right along to encourage our men. Just at present we are introducing a new feature that is going to make 'em hustle. All the dealers together—the twelve Hup dealers, including ourselves, in Detroit—are co-operating in the offer of a gold button and a salary of \$200 a month for the honor salesman of the bunch. The man who makes the most sales this month will wear the button and draw the salary next month, or for as many months as he continues to lead. When some other fellow excels him, he will become the honor salesman."

With one exception, the sales-record boards are very similar to those used by other automobile dealers. The exception is a board which shows for each salesman the value of his sales, trade-ins, used car sales, and used cars in stock. The salesmen's names are shown on cards hung on hooks at the left-hand end of the board, and their records under each heading are indicated by black ribbons which come through slits in the bottom of the board and are pulled up and fastened opposite the proper mark on a graduated scale which shows amounts from \$1,000 to \$10,000. The ribbons, being attached to rubber bands behind the board, may be pulled up to any desired height. This board is posted daily and gives the sales manager, as well as the salesmen, a complete view of the conditions of the business at any time.



If You Sell in New York You Need This Book

THE 1922 EDITION of the Year Book of the Merchandising Department of **The World** is one of the most informative volumes ever issued by a newspaper as an aid to the intelligent merchandising of a great retail market. Divided into four parts, as follows, it covers every phase of industrial New York with an insight and thoroughness of detail possible only through the most searching analysis of the many problems that confront the advertiser entering this market:

PART I
Wonder City of the Twentieth Century

PART II
"The World's" Part in Merchandising This Vast Market

PART III
A Key to the Buying Centers of Greater New York

PART IV
"The World's" Book of Graphs

A study of this book is essential to a true estimate of the possibilities that await the advertiser in the enormous area of retail distribution of which Greater New York is the centre. The edition is limited, and copies will be sent without charge only to bona fide advertisers or agents who request same on their business stationery.



Pulitzer Building, New York

Mallers Building, Chicago

Ford Building, Detroit

What to Do in Advertising
and When, How
and Where to Do It



136 Liberty Street, New York
Phone Rector 7880-1-2
Cable Address "Flailad"

I throw away Inquiries

Before me lies a request for my booklet. It is illiterate, carelessly scribbled in lead-pencil on a soiled piece of plain paper—and into the waste basket it goes!

Now it may be from a man who is or expects to be in business. But if he dresses like a tramp he must expect to be taken for one.

And anyway, the man I want for a Client, and who can profit most from my peculiar ability, is a man who has respect for himself and for his business.

I respectfully urge such men to inquire in regard to my work, which is the creation of every kind of sales-appeal, and the giving of counsel in sales-problems.

At least ask me for Booklet E-40

Cornel Ridderhof

Times Bldg.

New York

Personal Items



W. A. CORY, service sales manager of the Otis Elevator Company, Chicago, has been transferred to the Sidney, Australia, office of the company. CHESTER LEATHAM succeeds Mr. Cory in that capacity.

LEE A. SMITH, formerly sales manager of the metal furniture department of the General Fireproofing Company, Youngstown, Ohio, makers of steel furniture and equipment, is now president of Smith-Headley, Inc., Seattle, Wash., equipment engineers handling the "G-F Allsteel" furniture.

L. C. STRAUS has been made sales manager of Thoma and Son, Inc., Fairfield, Iowa, manufacturers, jobbers and distributors of paints and glass. Mr. Straus succeeds F. L. MACDONALD.

B. B. CANNON, director of sales for the Condie-Bray Glass and Paint Company, St. Louis, was recently elected chairman of the Sales Managers Bureau of the St. Louis Chamber of Commerce, to succeed JOSEPH C. REED, president of the Reed Railyway Supply Company. Mr. Reed tendered his resignation because of pressure of work.

A. G. SMITH, formerly sales and advertising manager of Charles Kaufman & Brothers, Chicago clothing manufacturers, has been appointed director of sales and advertising for Mayer Bros., also in the clothing field.

L. K. HONEYWELL, former general sales instructor of the Wales Adding Machine Company in the Kansas City territory, has been made assistant general sales manager with headquarters at the home office in Wilkes-Barre, Pa. Mr. Honeywell's new work takes in the supervision of the sales educational work and the Wales School of Instruction.

R. B. HARVEY, for many years active in the electric engineering field, has been made sales manager of the farm light and power division of The Matthews Engineering Company, Sandusky, Ohio.

J. F. Weintz, for four years advertising manager of the J. E. Porter Corporation, Ottawa, Ill., has resigned to join The Dartnell Corporation staff. Mr. Weintz will have charge of service and magazine advertising sales, and will make his headquarters at the Chicago office. He will be assisted by C. E. Lovejoy, formerly with the Case Harding Service Company, of Cleveland.

THOMAS H. KENDALL, head of the sales department of Rathbone-Sard and Company, Chicago, passed away suddenly at Aurora, Illinois, November 19th.

FREDERICK W. NASH has resigned as general manager and director for the United States of Thomas J. Lipton, Inc., "Lipton's" teas. Mr. Nash was formerly general sales manager for Ryzon baking powder, and has been prominent in the New York Sales Managers Club.

CHARLES ROH of the Murphy Varnish Company, Newark, N. J., was elected first vice president of the National Varnish Manufacturer's Association at its annual meeting in Atlantic City, November 13th. Mr. Roh is also chairman of the Sales Manager's Council of this association.

Holcomb & Hoke Manufacturing Company, Indianapolis, announces that FRANK L. CHANCE, their former advertising manager is now connected with Henri, Hurst & McDonald, Chicago advertising agency. KENNETH MAGERS succeeds Mr. Chance as advertising manager.

WILLIAM H. DUNCAN, for some time a member of the Wurtz-Duncan Company of San Francisco, has joined Hoyt's Service, Inc., as manager of its Springfield, Mass., office.

K. K. BELL, who, for several years has been general manager of the Calumet Baking Powder Company, Chicago, has also been made a vice president of the company.

Charles Gulden, Inc., of New York, makers of "Gulden's" mustards has appointed J. J. MOORE sales manager. Mr. Moore was formerly a division manager of the Liggett & Meyers Tobacco Company, and succeeds W. A. CARLIN, resigned.

W. J. CAREY, formerly sales manager for the S. S. White Dental Manufacturing Company, at Philadelphia, is now a member of the sales organization of the American Druggist Syndicate.

F. A. WIKHAM has resigned as general manager of the Glide Road Machine Company, Minneapolis, but has not announced his plans.

"The Hardware Salesman" Now Merged With "Hardware Age"

The Dartnell Corporation has sold *The Hardware Salesman* to the Iron Age Publishing Company of New York, publishers of *Hardware Age* and the two publications will be merged, effective December 1st. Subscribers to *The Hardware Salesman* will have the unexpired terms of their subscription filled with *Hardware Age*. *The Hardware Salesman* was started a year and a half ago as the first of a family of magazines devoted to the interests of the jobber's salesmen in major industries.

Another New Book On Sales Management

The Management of the Sales Organization, by Frederic A. Russell, Associate Professor of Business Organization and Operation, College of Commerce and Business Administration, University of Illinois, recently published by the McGraw-Hill Co., Inc., will be welcomed by instructors in salesmanship courses in colleges and universities as a supplementary text book. It discusses in an orderly sequence, easy for the student to grasp, the several divisions of sales management common to the larger selling organizations.

In the development of each phase of the subject, Mr. Russell has quoted copiously from practical sources, and has used freely a large number of Dartnell investigations and reports. The concrete illustrations and suggestions given will also be of value to sales executives, as a number of suggestions offered merit a trial. Perhaps more than any other work on the subject, it has correlated in an academic manner a variety of rather loosely connected phases of sales executive ability, giving us a broad, general view of the whole field.

Mr. Russell's application of fundamental psychological and economic principles to the practice of sales management is a real contribution to the literature on the subject. To quote from Chapter IV, on Equipment, "The second principle governing the salesman's equipment is that it should be designed to aid him in making sales. This rests back on fundamental human nature—we get more interested in a thing if it is made to appeal to us through more than one of the senses. Therefore if we can see, and hear and touch an object, we are more likely to be interested in it than if we only see it or hear it. This is particularly true of mechanical devices. There is a certain fascination in playing with a cash register, pushing down the keys, turning the lever, ringing the bell."

Mr. Russell says in the preface, "Many salesmen expect to retire from the road after a few years. One of the most pleasant avenues of escape from the hardships of a traveling salesman's existence is that leading to the sales manager's desk. The ambitious salesman should be preparing himself, for this upward step." His book is admirably suited for this preparation.

125 Accounts at a cost of \$87.50

ONE of the best known firms in New York, spending in excess of \$150,000 annually in local newspaper advertising, decided to supplement this valuable publicity with direct mail advertising. They were referred to us (1) because we have nothing to sell but our ideas and plans and therefore our recommendations are unbiased (2) Mr. Schulze personally originates all plans and writes all copy in the belief that where our clients' interests are concerned only the "best is good enough."

We took 300 names as a try-out. The first mailing produced 75 accounts. Cost \$43.75. The second mailing, being a follow-up, produced 50 accounts. Cost \$43.75. The total was 125 accounts for \$87.50. On such humble beginnings we will build one of our largest accounts.

You have territory which is not being covered by salesmen: small towns and out-of-the-way places. Why not develop this business by mail? The first mailing for the U-Profit people, to some 3300 dealers, brought in 400 new accounts and this firm had never before solicited dealer business by mail. *Work this neglected territory not covered by salesmen.*

Your salesmen should concentrate on interested prospects. Don't ask them to do missionary work which a two cent stamp will do far more efficiently. Let us show you how to develop inquiries at low cost.

Write us. If we have some ideas that will improve your sales, you want them. It would pay you to get in touch with us anyway.

EDWARD H. SCHULZE, Inc. Direct Mail Advertising

Woolworth Building New York City

We have specialized since 1914 in economically developing sales

WRITE — US

To act as Coast or Territory representatives for you. If necessary will finance some substantial line. Equipped to advertise as well as call on trade. Address KOHLER & CO., 408 N. S. G. W. Bldg., (or P. O.) Box 968, Sacramento, Calif.



Handy Expense Books for Traveling Men

Space for all necessary expense items. No carrying forward, reduces possibility of error, saves time and trouble for salesman and bookkeeper. Hundreds of progressive firms everywhere keep their traveling men supplied. Sample free.

100 for \$3.00 500 for \$13.75 1000 for \$25.00
GARRETT & MASSIE, Inc., Publishers
P. O. Box 1837-D Richmond, Virginia

TOLEDO, OHIO

THE TOLEDO TERMINAL WAREHOUSE COMPANY

928-930 George St., Toledo, Ohio
STORAGE OF MERCHANDISE
Special Attention to Pool Car Distribution

Prove It — Show Him the LETTER!

SALES arguments of sincere salesmen are often taken with "a grain of salt." Hard shell prospects want proof. You could stamp out suspicion, create confidence and get the order in many cases if your salesmen were equipped to show "testimonial" letters received from pleased customers or "prestige" orders from big buyers. Why not place power behind the "testimonials" reposing in your files. We make photographic copies of anything printed, written or drawn. Letters, contracts, maps, plans, etc., made without the use of glass plates, expensive cuts or set ups. Inexpensive. Accurate. Positive proof.

WRITE FOR SAMPLE

Send a fresh testimonial to your salesmen regularly and notice the effect on their morale. Nothing refutes the enthusiasm of a salesman like praise made public. Let us send you samples and prices.

Ajax Photo Print Company
35 West Adams Street, CHICAGO, ILL.

Soliciting the Services of Four Real Executives

THE BETTER TIRES COMPANY, national wholesale distributor of tires and automobile supplies, is desirous of opening negotiations immediately with several men of high executive ability. In the short period of two years The Better Tires Company has forged ahead from a modest beginning to a business calculated in the millions. Our growth has been steady, consistent, and financially healthy. We are now laying out our next year's program. To effectively carry out this program on as broad a scale as we now anticipate, and to relieve our present officials of considerable overwork, we find need of several executives who can, by virtue of their experience, training, character and personality, assume a more-than-average amount of responsibility. To such men we offer a splendid future in a successful, rapidly growing organization that is backed by conservative management,—an institution in which high grade executives who are really expert in their line can quickly capitalize their knowledge and past experience.

SALES MANAGER

We need a man who is capable of organizing and directing a force of about 100 salesmen—a man of character and personality—an experienced Sales Manager—a man who knows selling and who can develop the men whom he directs. A real big job in which broad sales experience and unusual executive ability are absolutely essential.

SALES PROMOTION MANAGER

Here is an opportunity for a man who knows how to secure business by mail. He will be placed in charge of a department that comprises 24 high grade men whose duties are to develop by mail our present customers. Must be a tactful yet forceful executive, thoroughly experienced in Sales Promotional work.

OPERATING MANAGER

This position calls for an executive that is far more than an office manager. Should have mail order or jobbing experience. We sell to 18,000 dealers. The ability to organize, direct and control a great mass of detailed routine is essential. This is a big job for a big man.

ADVERTISING SUPERVISOR

To plan and schedule the work of a large department and relieve the present Advertising Manager for other duties. Must be high grade man of A-1 calibre. Must have an all-round training in direct advertising work—plan and execute complete campaigns from the idea to the finished product. A careful, systematic worker with plenty of vision and merchandising sense will be required to fill this big job. This position is positively a rare opportunity for a forceful advertising executive.

Men of the calibre we are looking for do not ordinarily scan the want ads. That is why we are using this means of reaching them. If you think you are ideally fitted for any one of the positions described above, write us fully about yourself, your experience, salary desired, etc. Your letter will be kept in strictest confidence. Do not call in person or telephone—only applications by letter will be given consideration.

Address—the President,

THE BETTER TIRES COMPANY

Michigan Avenue and 18th Street, CHICAGO

That "Room and a Bath for Two and a Half"

In buying hotel accommodations, as in everything else, it is well to remember that if we want the "fixin's" we must pay for them

By Philip S. Salisbury

SOME of our readers tell us that the expense accounts of their salesmen are a back-breaking burden, and urge us to do all in our power to make the hotel men come down from off their high horses and admit that the war, and war prices, are a thing of the past as in all other lines; this should be the day of "normalcy" that President Harding is so fond of talking about, etc.

We cannot be anything but sympathetic with these readers, for the cost of distribution is out of all proportion to the value of the services rendered by the various factors that handle goods along the line from the producer to the consumer. It should not be necessary for us to pay \$1.70 a bushel for potatoes that the farmer sold for fifty or sixty cents.

But it is one thing to regret the high cost of hotel service, and another to brand all hotel men as profiteers. It is true, of course, that some of them are out for the coin, first, last, and all the time, with no regard for the real value of what they supply, but we doubt whether the percentage of profiteers is greater than in other businesses. Before condemning hotel men as a class, let's see if they can maintain their position with any degree of logic.

One Reason for High Costs

The general manager of a New York state hotel expresses himself rather forcefully. He says, "It is mighty hard for the sales manager to keep down the costs of traveling and sales. It is unfortunate that manufacturers have to go through this condition, but they must stand the loss when the time comes. The great trouble is they don't remember when they were making a lot of money at the high prices. They were not afraid then to charge as high a price as they could get, for they figured that when the going was good they were going to get theirs. Now things have changed and they must accept the conditions. It was not so very long ago when they did not have to send their salesmen out to get business. What did the hotels do then? They had to go on just the same, their running expenses higher than they had ever been when business was flourishing. They had to wait for business to come back."

This man speaks for other hotel men in so far as he honestly believes that he, and not the sales manager, is the one who has been imposed upon.

Prohibition has affected the hotels in many ways, the most striking being the

elimination of a big source of revenue—so big that in many city hotels it averaged as much as one dollar a day per room. Not only was liquor profitable in itself, but it stimulated spending in other directions. Many hotels have been forced to close their doors, and in New York several of the most famous ones are now office buildings. The ones that have stood the strain are forced to maintain their legitimate profits by increasing the prices on rooms and food.

When hotels had prosperous bars the liquor patrons helped to pay the room rent and the restaurant checks of those who didn't imbibe. At that time very few hotels were run on a business basis. Very few manufacturers nowadays can get along without a cost accounting system, but before 1920 the average hotel man knew only that he was making a profit on his venture, or not making one; he didn't know whether he made money on his rooms, in his restaurant, or at his cigar stand. Prohibition has forced him to become a business man, and find out which departments of his business are profit-payers, and which are a drain on his treasury.

During the war, when prices increased as much as 300% on food, materials, and fuel, the hotel men did not increase their rates proportionately. The tremendous volume of business at that time offset these higher prices, and the general increase in room rates and restaurant charges was not more than 50%.

Where the Hotels Made a Mistake

A fundamental mistake made by the hotel men at that time was that they assumed the general public would give proper appreciation to these facts. But the public didn't, of course, and now the hotels are expected to make the same sweeping reductions that the real profiteers were forced to make when the bottom dropped out of the market. The hotels shouldn't have taken so much for granted. They should have invested money in paid advertising to inform their patrons and prospects that hotel prices are not being advanced as rapidly as other commodities. It's just the old, old story of using advertising as a form of business insurance—advertise when times are good to assure business when we enter the next cycle.

No matter what it is that we may buy as consumers, we always want to get as much as we are entitled to—and if we can get the seller to throw in a few extras for nothing, presumably—why so much the better. When we buy hotel

Sales Managers!

*Sales Forecast Map
Sent Free Without Obligation*

In order to prove to you that your sales can be increased 10% to 30% on every dollar you spend by the use of the Babson Sales Forecasts—which cover every territory and industry—we want you to accept the Sales Forecast Map for the winter of 1922-23—without cost!

It shows you where business will be best in every state in the union. Concentrate on these fertile fields! Remember, no cost or obligation—just tear out the Memo—now—and hand it to your secretary when you dictate the morning's mail.

Tear Out the Memo—No Cost or Obligation.

Babson's REPORTS

Service for Executives

MEMO for Your Secretary

Write Babson Statistical Organization—Wellesley Hills, 82, Mass. as follows: "Please send me without charge or obligation sample of Sales Forecast Map No Z39 copy of 32 page booklet. *"Steady Profits".*



"Growth Comes from the Acorn—

"GROWTH" is the title of our recently published advertising hand book—telling the story of how many business plants are growing under our ad-ministrations.

See the Palm - Fecheler & Co. Decalcomanie ad on page 178 — we prepared it.

Acorn Agency, Inc. Advertising

New York Philadelphia
132 Nassau Street 605 Van Dam Bldg.





Photograph—Courtesy Hotel Sherman, Chicago, Ill.

When On the Road You Can Get Your Copy of "SALES MANAGEMENT" at Newsstands of the Following Hotels:

AKRON, OHIO Hotel Portage	INDIANAPOLIS, IND. Hotel Washington
AUSTIN, TEX. Hotel Driskill	JAMESTOWN, N. Y. Hotel Samuels
BIRMINGHAM, ALA. Hotel Tutwiler	JOHNSTOWN, PA. Fort Stanwix
BOSTON, MASS. Copley-Plaza	KALAMAZOO, MICH. Park American Hotel
BUTTE, MONT. Hotel Thornton	KINGSTON, N. Y. Hotel Stuyvesant
CHARLESTON, W. VA. Hotel Holley	KOKOMO, IND. Hotel Courtland
CHICAGO, ILL. Fort Dearborn Morrison Drake Hotel Edgewater Beach Hotel Palmer House Hotel Atlantic Great Northern Hotel Sherman House Congress Hotel Auditorium Hotel La Salle Hotel	KNOXVILLE, TENN. Hotel Farragut
CINCINNATI, OHIO Hotel Gibson	LANSING, MICH. Hotel Downey
CLARKSBURG, W. VA. Hotel Waldo	LITTLE ROCK, ARK. Hotel Marion
CLEVELAND, OHIO Hotel Cleveland Hotel Statler	LOS ANGELES, CAL. Hotel Hayward
COLUMBIA, S. C. Jefferson Hotel	LYNCHBURG, VA. The Virginian Hotel
COLUMBUS, OHIO Hotel Deshler	MANSFIELD, OHIO Hotel Southern
COUNCIL BLUFFS, IA. Hotel Grand	MEMPHIS, TENN. Hotel Gayoso
DANVILLE, ILL. Hotel Plaza	MILWAUKEE, WIS. Hotel Wisconsin
DAYTON, OHIO Hotel Miami Hotel Gibbons	MINNEAPOLIS, MINN. Hotel Curtis
DENVER, COLO. Hotel Albany	MUNCIE, IND. Hotel Roberts
DETROIT, MICH. Hotel Wolverine Hotel Statler	MUSKEGON, MICH. Hotel Occidental
DUBUQUE, IA. Julien Dubuque Hotel	NASHVILLE, TENN. Hotel Hermitage
DULUTH, MINN. Hotel Spalding	NEWARK, N. J. Hotel Berwick
E. ST. LOUIS, ILL. Hotel Illmo.	NEW CASTLE, PA. Fountain Inn
ERIE, PA. Lawrence Hotel	NEW ORLEANS, LA. Hotel Grunewald
FLINT, MICH. Hotel Durant	NEW YORK, N. Y. Hotel Pennsylvania
GRAND RAPIDS, MICH. Hotel Rowe Pantlind Hotel	Hotel Woodstock Martinique Hotel
HARRISBURG, PA. The Penn Harris	Hotel McAlpin Hotel Commodore
	Prince George Grand Hotel
	OGDEN, UTAH Hotel Reed
	OKLAHOMA CITY, OKLA. Huckins Hotel
	OMAHA, NEB. Hotel Fontenelle
	PETERSBURG, VA. Hotel Petersburg
	PITTSBURGH, PA. General Forbes Hotel
	Hotel Henry

PORTLAND, ME. Congress Sq. Hotel
PORTLAND, ORE. Multnomah Hotel
READING, PA. Hotel Berkshire
RICHMOND, VA. Murphy's Hotel
ROCHESTER, N. Y. Seneca Hotel
SAGINAW, MICH. Hotel Bancroft
SAN FRANCISCO, CAL. Hotel Palace
SAN JOSE, CAL. Hotel Montgomery
SEATTLE, WASH. New Washington Hotel
SIOUX FALLS, S. DAK. Hotel Carpenter
SOUTH BEND, IND. Oliver Hotel
SPOKANE, WASH. Hotel Davenport
SPRINGFIELD, OHIO Hotel Shawnee
ST. LOUIS, MO. Hotel Statler Hotel Jefferson
STAMFORD, CONN. Hotel Davenport
SUPERIOR, WIS. Hotel Superior
SYRACUSE, N. Y. The Onondaga Hotel
TULSA, OKLA. Hotel Tulsa
WACO, TEXAS Hotel Raleigh
WASHINGTON, D. C. New Willard Hotel
WATERBURY, CONN. Elton Hotel
WHEELING, W. VA. Windsor Hotel
WICHITA, KANS. Hotel Lassen
WILMINGTON, DEL. Hotel Du Pont
WILMINGTON, N. C. Hotel Wilmington
WINSTON-SALEM, N. C. Hotel Zinzendorf
WORCESTER, MASS. Hotel Bancroft
UTICA, N. Y. Hotel Martin
YORK, PA. Hotel Colonial
YOUNGSTOWN, OHIO Tod House

accommodations, we want many things; a location convenient to railroad terminals, to the best retail or wholesale trading centers, to the theatres; an expensively furnished lobby which will make a good impression on our friends and buyers; good music, fine stationery, quick elevator service, expensive linen. Most of us have learned to want and expect these things, but since they are not itemized on the bill it's hard to learn the lesson that we must pay for what we get.

The general manager of a large chain of hotels reports that the average wage per employe has increased from \$48.12 a month in 1914 to \$79.41 in 1921, which approximates a tax of \$1.50 a day against each room. During the same period coal jumped from \$3.43 a ton to \$7.90—and we all know it has not gone down since 1921. Gas has increased 87½%.

Pick the Good Hotels

Too many of us fall into the lazy habit of "classifying" our neighbors. We say that we don't like the Methodists, or the Catholics, or the Jews, or the Germans, or what not. For several months during the summer and fall I gathered opinions and facts about advertising agencies, and frequently I heard otherwise level-headed manufacturers say, "All advertising agents are bunk artists—I wouldn't trust any of them." Such a remark is just as foolish as to say that *all* hotel men are profiteers. Some are—no question of that. But as a *class*—no. In every city there are hotels that are deserving of your patronage; hotels that pass on to you every saving they make through lower prices or more efficient management. The hotels that are knifing us deserve to be run out of business, and we can do it by staying away. One class indulges in deceptive advertising to rope its customers in. It will advertise "from \$2.50 up." The accent always is on the *up* because it has only a few two-fifty rooms, and those are always gone, no matter when we register. You won't know that it is a moderate-priced hotel until you find out how many, or what proportion, of its rooms are priced at this low rate.

And then there is the hotel whose rates are never standard, where it is perfectly true that the policy is to get all the traffic will bear at the moment. There are hotels of this type that depend on sales managers and salesmen for their bread and butter 365 days in the year, but when there happens to be a big convention or a prize fight in town the rates go up to ten or twenty dollars, and the regular patrons can go hang.

So in buying hotel accommodations, as in everything else, it's well to remember that if we want all the "fixin's" we must pay for them, no matter whether they are itemized on the bill; and that hotel men are just ordinary fellows like the rest of us, with about the same sprinkling of philanthropists and profiteers.

"It gives us great pleasure to renew our subscription to "Sales Management," as we can now contemplate another twelve months of interesting and instructive reading from the pages of your valuable business paper." Anti-Hydro Waterproofing Co.

For Your Salesmen

free sample copies of



You will find this unique, practical and snappy publication a sales stimulator. It is chock full of dependable dope for the men on the firing line.

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Hundreds of Sales Managers have either insisted on their men subscribing for SALESOLOGY or have bought quantity lots for distribution to the sales force.

Over one hundred Underwood Typewriter Company salesmen are getting SALESOLOGY each month. And they think it is great.

Fuller Brush Company branch office managers regularly send in subscriptions for their salesmen—put it up as prizes for monthly records.

But why continue. SALES MANAGEMENT is your magazine. SALESOLOGY belongs to your salesmen. And you undoubtedly will enjoy it yourself.

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TIPS



Representative firms and individuals are continuously publishing worth-while literature of helpfulness to the sales manager who seeks to broaden his store of information and enlarge his activities. It will be the purpose of this section to suggest sources of literature of value to the Sales Manager, which may be obtained on request, or at a nominal charge. In requesting such items as are wanted, it is advisable to write on your business stationery and mention SALES MANAGEMENT.

There is a wealth of suggestion in the "Seng Book for Furniture Salesmen" just published by the Seng Company, 1450 Dayton St., Chicago, Illinois. Although carrying comprehensive and authoritative information of value to furniture salesmen in their day-to-day work, it is also a memo and a record book, interestingly and appropriately presenting talking points for Seng beds. An idea well worthy of wide adaptation.

We have it on the authority of Sales Manager Proctor of Black & Decker, that the booklet "What the Automobile Means to America" issued by the Automobile Trade Journal, Market and 49th Sts., Philadelphia, is worthy the attention of every man interested in markets. While it has to do primarily with motor transportation, interesting side-lights are developed in demonstrating the close relationship between the automobile industry and many other important industries of the country.

There has just come from the press of *The Literary Digest*, 354 Fourth Avenue, New York City, a statistical analysis of circulation, population, occupational facts and general merchandising data which can almost be termed "unabridged" in its comprehensiveness. Here are 115 pages offering a remarkable bird's eye view on the States, Cities and Towns of the country as related to *Digest* circulation, naming the principal cities and their suburbs and finally summarizing detailed facts compiled from innumerable sources, such as the American Telephone & Telegraph Company, Bureau of Internal Revenue, National Automobile Chamber of Commerce and others.

Any sales manager who reads "A Salesman's Ten Can's" by A. J. Newman, sales manager, P. Lorillard Company, 119 West 40th Street, New York City, will be unable to resist the temptation to ask Mr. Newman for his most recent booklet, a vigorous message to Lorillard salesmen, setting forth the relative importance of the house, the customer, the product and the salesman.

Sales managers are constantly confronted with the problem of an advance card which will win attention; there is the question of some inexpensive, contin-

uous forms of notification to the trade, friendly little messages are desirable to send to customers and to salesmen. Some highly interesting ideas as to how blotters can be so utilized are summarized in "Standard's Dictionary of Blotter Advertising," obtainable from the Standard Paper Manufacturing Company, Richmond, Virginia. Innumerable instances are mentioned of how large and small concerns and individuals have used blotters successfully.

You can't get these to keep—but Bookwalter-Ball-Greathouse Printing Company, 1506 N. Capital Avenue, Indianapolis, will loan you any or all of eight detailed merchandising studies covering the markets of automobiles, foods, fences, cigarettes, toilet goods, specialties, veneer, accessories.

Last month SALES MANAGEMENT referred to a colored industrial map of New York City, issued by The Merchants Association, Woolworth Building, New York City, N. Y. We have been informed that there has been such a tremendous demand for this map that it has been necessary to fix a nominal charge of fifty cents per copy.

This is a booklet about booklets—"Getting Your Booklets Across" published by the Interlaken Mills, Providence, R. I. Admittedly issued to create favor for a cloth binding on booklets, there are reasons presented well worthy of consideration by the sales manager who would like to have customers and prospects keep the booklet literature their companies issue.

There has been so much discussion on the use of motion pictures in selling that considerable interest should attach to the booklet "Selling With Motion Pictures" issued by The Pathescope Company of America, Aeolian Hall, New York City. The suggestion of this booklet is strong for supplementing oral salesmanship with a pictorial appeal.

No one questions any more the superior strategic position of the salesman who knows the problems of his customers, and the salesman who digests the contents of "What Salesmen Should Know About Retailing" will have a valuable cross-section of the retailer's problems. A tremendous amount of knowledge of retailing is compressed into the numerous chapter discussions of store policies and store methods. A pocket sized booklet just issued by Henri, Hurst & MacDonald, advertising agents, 58 E. Washington Street, Chicago.

Subscription Rates: Single copies, 25 cents. Yearly subscription payable in advance, \$3.00 anywhere in the United States or its possessions; \$3.25 in Canada, and \$3.50 in foreign countries. Six months subscriptions, \$1.50. When three or more subscriptions are ordered at once by the same concern a special club rate of \$2.50 per year for each subscription applies.

Renewals: Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly. Back copies cannot be supplied when subscriber fails to notify us of change of address.

Bound Volume: No more copies of Bound Volume One, Two or Three are now available. Copies of Bound Volume Four, containing the issues from October, 1921, to September, 1922, inclusive may be obtained from either our Chicago or New York office at a cost of \$6.00. The volume contains over 500 pages, and is bound in heavy buckram, lettered in gold.

News Stand Copies: This magazine is not generally sold through news dealers. Copies can usually be secured, however, after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

Advertising Rates: Effective July 15th, full page advertisements opposite reading, run of paper, \$75 per insertion. Two-thirds page (two columns) \$50; half page \$45; one third page (one column) \$30; one sixth page (half column) \$15; less than half column 25 cents per agate line. Discount on contracts for twelve consecutive insertions. Classified advertisements 25 cents per line of seven words.

Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, twenty-fifth of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

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Through National Sales Organizations

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May we send you, gratis— “7 FACTS that foretell a new wave of prosperity”

An eminent business analyst has prepared for us a memorandum which establishes the imminence of a second tidal wave of business prosperity.

The seven basic facts brought out deal with fundamentals that you can use in shaping your plans for the future.

We are prepared to distribute, gratis, a limited number of copies of this memorandum.

In writing for your copy, please feel under no obligation. It is our *privilege* to pass on this valuable data to interested sales executives.

JOSEPH RICHARDS CO. INC
An Advertising Agency — Est 1874
NINE EAST FORTIETH ST. NEW YORK

RICHARDS “Facts First — then Advertising”